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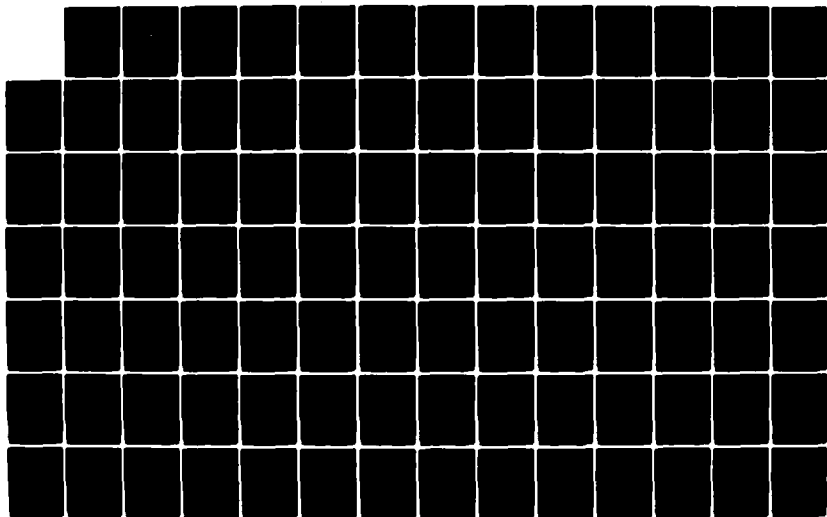
THE HUMAN RESOURCE MANAGEMENT SURVEY ANALYSIS OF THE  
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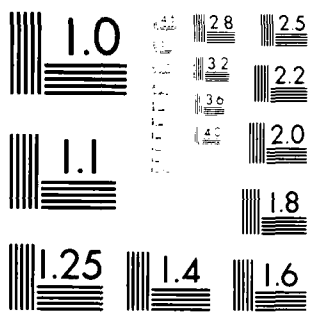
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## THESIS

THE HUMAN RESOURCE MANAGEMENT SURVEY:  
ANALYSIS OF THE SUBSTANCE-ABUSE QUESTIONS  
QUESTIONS 75 THROUGH 82 INCLUSIVE

by

Richard Paul Peck

March 1984

Thesis Advisor:

R.A. Weitzman

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#20 - ABSTRACT - (CONTINUED)

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The Human Resource Management Survey:  
Analysis of the Substance-Abuse Questions.  
Questions 75 through 82 Inclusive

by

Richard Paul Peck  
Lieutenant Commander, United States Navy  
B.S., State University of New York Maritime College, 1973

Submitted in partial fulfillment of the  
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

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### ABSTRACT

The substance-abuse questions of the Navy's Human Resource Management (HRM) survey were analyzed to determine if they are giving commanding officers valid information on substance-abuse problems in their commands. The responses to the questions concerning substance-abuse, questions 75 through 82 of the revised HRM survey, are contained in a data base maintained and updated by the Naval Personnel Research and Development Center (NPRDC) in San Diego, California. Nine thousand one hundred nine (9,109) responses were analyzed using the Statistical Package for the Social Sciences (SPSS). It was concluded that questions 75 through 79, which concern the use of illegal drugs in the command or in the workgroup, have little or no useful information for a commanding officer. To these questions respondents either did not reply or replied that illegal use existed "To a very little extent." Analysis of questions 80 through 82, which concern alcohol use, revealed that the Navy's programs to discourage the use of alcohol are not regarded as effective by the majority of the personnel in the lower enlisted (E1--E6) and officer (O1--O3) paygrades.

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## I. INTRODUCTION

The Navy's Human Resource Management (HRM) survey is a management tool designed in 1971 by researchers from the University of Michigan specifically for use by the Navy. Its purpose is to attempt to measure how effectively the chain of command in an organization is operating. The survey consists of 88 primary questions designed to provide information on 28 distinct indices. These indices in turn are designed to correspond to certain dimensions of an organization. For example, index 24 is measured by survey questions 75 through 77. The dimension to which this index corresponds is one called Drug-abuse Prevalency. Index 25, corresponding to survey questions 78 through 82, is attempting to measure a dimension called Drug-abuse and Alcoholism Prevention.

The purpose for the demographic questions asked at the beginning of the survey is to allow for meaningful breakdowns of the data for feedback to an individual command. Breakdowns by paygrade, time in the Navy, workgroup and sex, for example, summarize attitudes across a particular demographic attribute or combination of attributes. These breakdowns are particularly helpful when the responses of a particular subgroup are to be broken out for study and analysis. An example would be a commanding officer who wants to know how his first class petty officers (E6) feel about the effectiveness of the

Navy's programs to prevent alcohol abuse. The responses to this question (survey question 81) can be broken out by the paygrade E6 and analyzed separately.

The particular type of data obtained from the replies to the survey questions exist in the form of numerical means for each individual question. From these means, together with the knowledge of what the question is attempting to measure, certain conclusions can be drawn about the group responding to the question. For example, inference can be drawn about how strongly a group feels about a certain dimension by observing the mean of the responses. If the mean falls at either end of a 1 to 5 scale, 1 being generally a low or negative response and 5 generally being a positive response, then this mean would indicate a strong negative or strong positive feeling about a specific dimension. Also, by observing the variance of the responses about the mean, it can be determined if there is a strong agreement among all the respondents (variance below 0.9) to a certain question or if there is no particularly strong agreement among all the respondents (variance above 1.2). A higher variance would indicate a wider variety of feelings about a particular dimension.

The purpose of this thesis is to undertake a discussion of the results of a statistical analysis of the substance-abuse series of questions contained in the Navy's HRM survey. These particular questions were added to the Navy's HRM survey when

it underwent revision in 1981. The revised survey became operational in February 1982 and this thesis is the first analysis done on questions 75 through 82 inclusive.

Questions 75 through 82 concern two forms of substance abuse. Questions 75 through 79 ask respondents about the use of illegal drugs in their individual commands and their specific workgroups. Questions 80 through 82 ask respondents about the use of alcohol in their command.

## II. METHOD OF STUDY

This thesis was done by analyzing data that is contained in the Human Resource Management Information Network (HRMIN) data base kept at the Navy Personnel Research and Development Center (NPRDC), San Diego, California. The data consists of the records of individual replies to the Navy's Human Resource Management (HRM) survey that was revised in July 1981. This revised survey was first administered to Navy units in February 1982. The data analyzed by the author of this thesis consists of all the data entered into the HRMIN data bank through November 1982. This analysis also represents the first analysis done on the Substance Abuse series of questions in the survey that were incorporated as a result of the survey revision.

The data was analyzed using both the Harris computer system, which is the main component of the HRMIN system, located at NPRDC, and the International Business Machine (IBM) 3033 computer system located at the Naval Postgraduate School in Monterey, California. The principal program used for analysis was the Statistical Package for the Social Sciences (SPSS).

For each of the questions analyzed, the mean (the numerical sum of all the responses divided by the number of respondents), mode (the most often chosen response), and the frequency distribution of the responses were obtained using the SPSS

program "FREQUENCIES." The responses were broken down by paygrade and time in the Navy.

The data was interpreted primarily by observing the means of the responses to the questions across the paygrades and by time in the Navy. Conclusions were based on whether there were differences of opinions across any of the groups that were broken out, by knowing what the question or series of questions were attempting to measure, and on personal and professional experience.

Since 100% of the available responses were analyzed, any differences of the means across the different groups were regarded as significant.

At the end of each question a summary of statistics is included for that specific question.



### III. DEMOGRAPHIC DATA

The data analyzed consisted of the responses of military personnel to the Navy's Human Resource Management (HRM) survey (revised 7/81). Data from questions 75 through 82 were analyzed to find out specifically about the respondents' perceptions on drug and alcohol use in the Navy.

The survey begins with twenty one demographic questions. These questions are designed primarily to assist the analyst to make targeted interpretations from the processed data. Some of the demographics asked for are the respondent's sex, racial/ethnic identity, marital status, age, highest level of education, rate/rank, enlisted rating or officer designator and time in the Navy. The demographics chosen are sufficient to adequately describe the respondent but, at the same time, ensure anonymity of the individual respondent.

For purposes of assisting in the feedback of the survey data to individual departments or divisions, the respondent is also asked, in most cases but not all, to identify his or her department or division on the survey reply sheet.

On the next page is a summary of demographic data from the responses that were analyzed in this study.

#### SUMMARY OF DEMOGRAPHIC DATA

- 1) Total number of cases analyzed--9109
- 2) 80.5% of the respondents were white.
- 3) 48.6% of the respondents were married and 44.1% were single and never married.
- 4) 94.3% of the respondents had completed high school or have had some higher education.
- 5) 70.3% of the respondents had been in the Navy for 10 years or less with the majority of them, 58.2%, having between 1 and 6 years in the Navy.
- 6) 81.1% of the respondents had been in their present command for 6 months or longer.
- 7) 91.3% of the respondents had been in their present workgroup for 1 month or longer.
- 8) 56.8% of the respondents were age 26 or younger.  
33% of the respondents were between the ages of 21 to 24.
- 9) 78.2% of the respondents were paygrades E6 and below.  
40.5% of the respondents were paygrades E4 and E5.
- 10) 52.1% of the respondents had 2 or more years left until the expected end of their obligated service (EAOS).
- 11) 48.0% of the respondents were in their first enlistments.
- 12) 33.7% of the respondents were in shore commands.  
31.4% of the respondents were in surface commands.
- 13) 90.8% of the respondents were male.

#### IV. LITERATURE SEARCH

A thorough and exhaustive search for literature was conducted for background information and reference material to be used during this analysis. This search proved fruitless as no written literature documenting the development of these questions could be found. A telephone conversation between LCDR R.P. Peck and Mr. Ed Thomas of the Navy Personnel Research and Development Center, San Diego, California on 30 November 1982 confirmed that no written documentation on the development of these questions is in existence. Therefore there are no references for this thesis.

## V. ANALYSIS OF THE RESPONSES

### A. QUESTION 75

Question 75 of the Human Resource Management (HRM) survey reads as follows; "To what extent do members of this organization use illegal drugs?" The respondent is asked to reply by choosing one of the following responses:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may also choose not to reply to the question, in which case the respondent would not fill in any selection.

Analysis showed that the mean response for all respondents is 2.51, with a variance of 1.71 (standard deviation = 1.31). What is most interesting about the replies to this question are the following: First, the overall mode for this question, the response chosen most often, was "To a very little extent." Two thousand six hundred five (2605) respondents, 28.6% of the total, chose this response. In all, 77.5% of the respondents chose an answer of "To some extent" or less. Second, 807 respondents, 8.9% of the total, chose not to answer the question at all.

The wording of the question is clear enough to be plainly understood. The response choices for this question need to be examined. The present choices leave no middle ground. Members of the command either use drugs "very little" or "to some" or "great" extent. There are no selections for a response such as "Drugs are not used at this command" or even "I don't know." The respondent who chooses one of the presently available replies to the question may feel that he or she is putting his or her command "on report" by choosing any of the available replies to this question. With the present policies against drug usage being put forth by the Chief of Naval Operations, the respondent may possibly feel compelled to respond that drugs are used "To a very little extent" or they may simply decline to respond to the question altogether.

In essence, the question itself is designed so that the responses will have low means. That is, a low mean would be a "healthy" indicator that drugs are not being used in a command. However, it must be pointed out that the question as worded is threatening to the respondent. It is asking a respondent a question about a subject that, even if drug usage did exist in their command, they would tend to reply that it did not because of the possible negative consequences of an overall positive response.

In further reviewing the data, it is interesting to note the similarity in the means and modes across the paygrade and time in the Navy breakdowns. There appears to be a

distinct shift in the responses to this question once past the paygrade of E-6. The means for the most part are lower for paygrades E-7 and above as compared to E-6 and below. Likewise, there is a shift in the mode for paygrades E-7 and above to "some extent" as compared to "A very little extent" for paygrades E-6 and below. A corresponding shift also exists in the breakdown of the data by time in the Navy. A possible explanation for this is that drugs are not the most often used (or abused) substance for paygrades E-7 or above. The emphasis of concern for paygrades E-7 and above appears to shift to alcohol use.

In the breakdown of data there was one particular category that seemed to stand out as not holding to the norm of a low mean for this question. The particular category that stood out became apparent when the data was broken out by Type Commanders (TYCOM). The Surface TYCOM category had an overall mean of 3.02 with a variance of 1.85 (standard deviation = 1.36). The mode or response chosen most often was "to some extent." This mean and this mode were both higher than the other TYCOM's and the overall mean and mode. For this TYCOM, there were only 4.5% missing replies out of a total of 2,859 responses.

The following is a listing of selected highlights of the data for this question. Figures 1-4 show the means for this question by paygrade and by time in the Navy and the percent of missing replies for this question by paygrade and by time in the Navy.

TABLE 1

SUMMARY OF STATISTICS FOR QUESTION NUMBER 75

## A. THIS SECTION IS FOR ALL RESPONDENTS

<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Number Missing</u>	<u>Percent Missing</u>
9109	2.51/1.71	1	807	8.9

## B. THIS SECTION IS BY TYPE COMMANDER (TYCOM)

<u>TYCOM</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Number Missing</u>	<u>Percent Missing</u>
1) Shore	3073	2.12/1.32	1	370	12.0
2) Surface	2859	3.02/1.85	3	130	4.5
3) Air	1616	2.74/1.47	3	150	9.3
4) Subsur- face	1475	2.06/1.40	1	134	9.1

## C. THIS SECTION IS BY SEX

<u>SEX</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Number Missing</u>	<u>Percent Missing</u>
1) Male	8275	2.53/1.72	1	721	8.7
2) Female	827	2.34/1.56	1	86	10.4

TABLE 1 (Cont.)

D. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 HAS NOT BEEN INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>Paygrade</u>	<u>Number Responding</u>	<u>Variance</u>	<u>Mode</u>	<u>Number Missing</u>	<u>Percent Missing</u>
E-1	93	3.03/2.53	5	4	4.3
E-2	608	2.56/2.07	1	50	8.2
E-3	1395	2.74/2.02	1	92	6.6
E-4	1742	2.52/1.91	1	150	8.6
E-5	2032	2.46/1.73	1	233	11.5
E-6	1374	2.43/1.50	1	187	13.6
E-7	572	2.42/1.24	3	61	10.7
E-8	192	2.37/1.23	3	26	13.5
E-9	76	2.14/0.86	2	10	13.2
W-2	22	2.45/1.42	3	2	9.1
W-3	21	2.95/1.39	3	2	9.5
W-4	14	1.92/0.74	2	1	7.1
O-1	111	2.26/1.15	3	7	6.3
O-2	214	2.50/1.13	3	19	8.9
O-3	325	2.63/1.13	3	27	8.3
O-4	244	2.36/1.18	3	33	13.5



TABLE 1 (Cont.)

E. THIS SECTION IS BY TIME IN THE NAVY (TIN) IN YEARS.

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Number Missing</u>	<u>Percent Missing</u>
0-1	441	2.28/1.74	1	43	9.8
1-2	806	2.70/1.97	1	54	6.7
2-3	1516	2.60/1.98	1	86	5.7
3-4	1182	2.63/1.88	1	87	7.4
4-5	760	2.57/1.86	1	52	6.8
5-6	625	2.37/1.63	1	74	11.8
6-7	420	2.42/1.43	3	45	10.7
7-8	350	2.26/1.46	1	35	10.0
8-9	296	2.65/1.52	3	40	13.5
9-10	219	2.56/1.49	3	23	10.5
10-11	246	2.59/1.53	3	21	8.5
11-12	200	2.47/1.47	3	22	11.0
12-13	244	2.37/1.44	1	33	13.5
13-14	186	2.53/1.18	3	22	11.8
14-15	222	2.46/1.23	3	20	9.0
15-16	157	2.43/1.47	3	10	6.4
MORE THAN					
16	1239	2.38/1.39	3	140	11.3

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 75

MEANS BY PAYGRADE

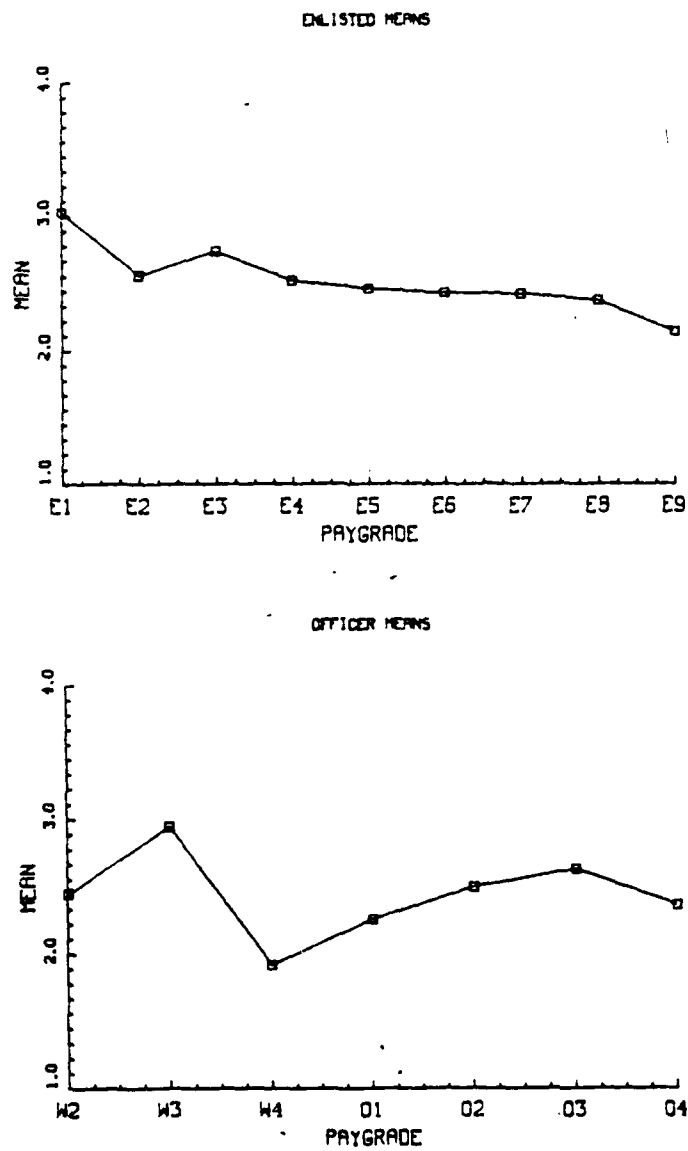


Figure 1. Means by Paygrade

MEANS FOR QUESTION 75

MEANS BY TIME IN THE NAVY

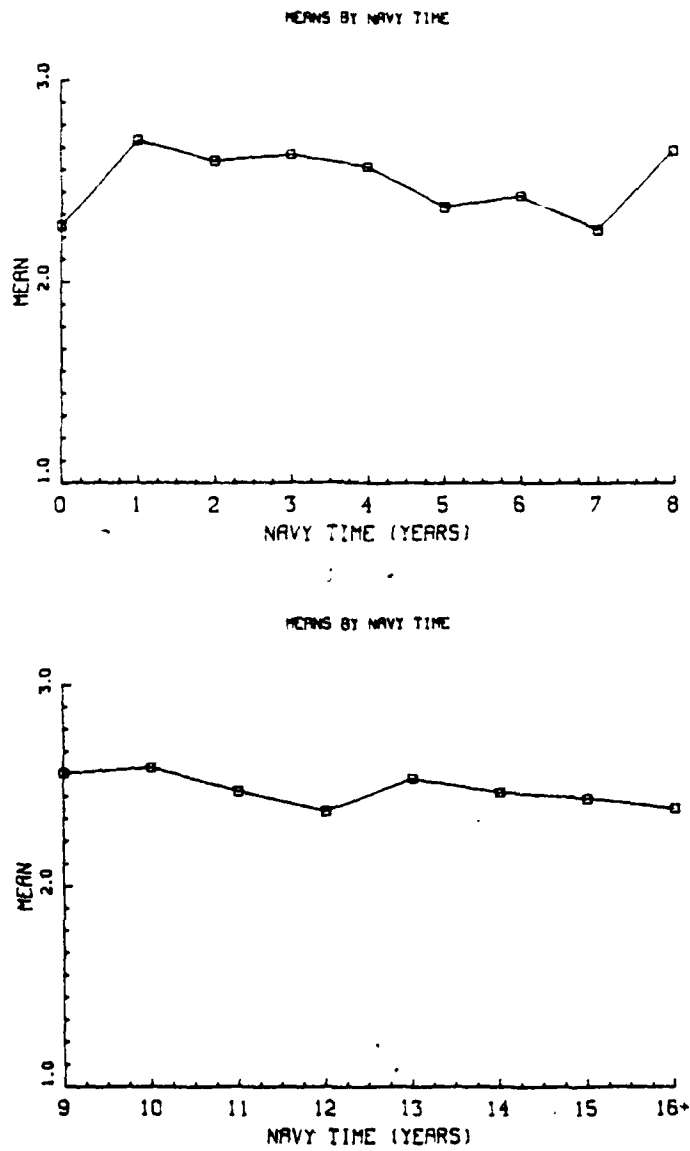


Figure 2. Means by Time in the Navy

PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 75

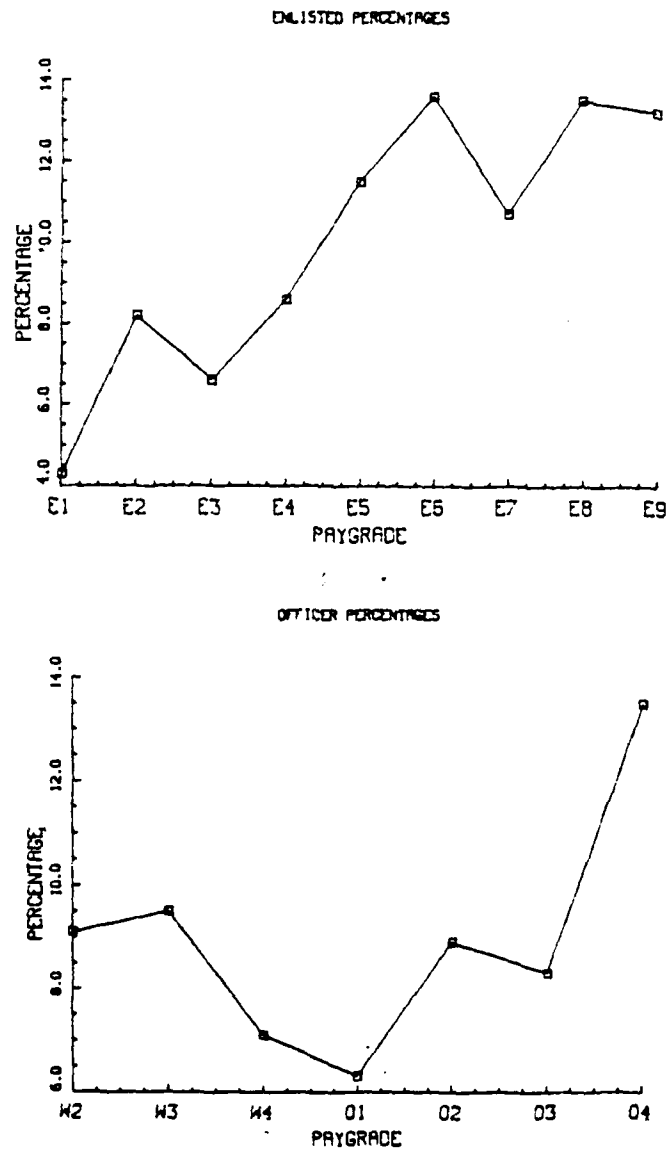


Figure 3. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 75

BY TIME IN THE NAVY

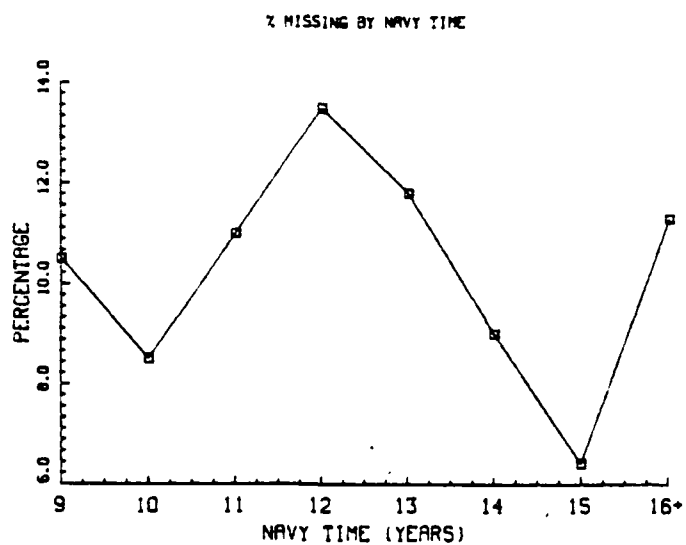
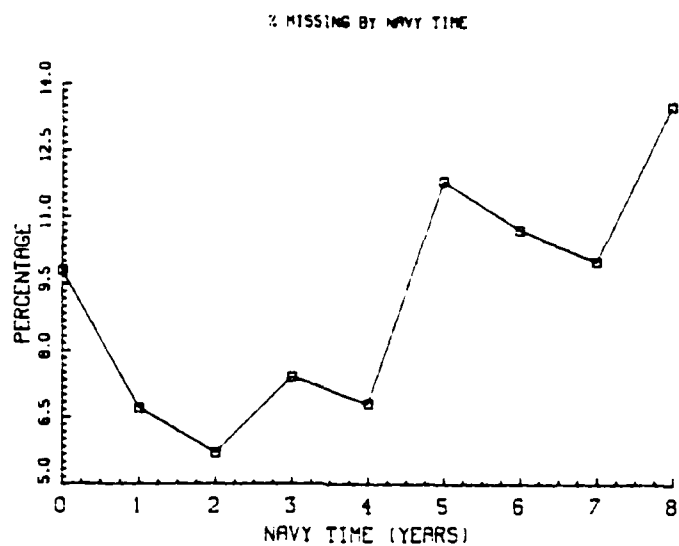


Figure 4. Percent Missing Replies by Time in the Navy

B. QUESTION 76

Question 76 of the HRM survey reads as follows: "To what extent do members of your work group use illegal drugs while on the job?" Again the respondent is asked to reply by choosing one of the following responses:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may also choose not to reply in which case he or she would simply not choose a selection and leave a blank space on the reply sheet.

Of all the respondents to this question, 6,096 of the total 9,109 respondents replied that members of their work group use drugs "To a very little extent." This figure represents 66.9% of the respondents. The mean for this question was 1.48 with a variance of 0.93 (standard deviation = 0.96). The mode, or response chosen most often, was "To a very little extent." When the data is further broken down by paygrade or by time in the Navy a similar pattern of results is found (see summary of data). Interesting to note for this question is the large number of respondents who chose not to reply to this question. A total of 958, 10.5%, did not reply to this question.

It must be pointed out that for this question, a low mean is again a sign of a "healthy" command. However, it is

interesting to note for this question the facts that the overwhelming majority of respondents chose "To a very little extent" as their response and the spread of the responses, as indicated by the variance, shows a high degree of agreement among all the respondents that drugs are not being used to any extent. The other fact to be pointed out is the rather high percentage of people who did not respond to this question. One possible interpretation for data of this type is that the respondents feel, in some way, threatened by this question. This question appears to ask members of a command to "be a narc." That is, respondents may feel that they are admitting to someone that members of their work group use illegal drugs. This in itself would seem to go against the principle of "watching out for your buddy." Taking this view of this question might enable an analyst to gain some insight as to why people may respond to this question as they have.

Another valid reason for people to respond to this question in this manner is the Chief of Naval Personnel's stated policy against drug usage in Navy units. The respondent will be even more aware that their commanding officer will give this question a little closer scrutiny and may therefore reply in such a manner as to infer that there are no drug problems or concerns in their respective workgroup.

This leads into another very real concern that a respondent has, that being the question of anonymity. Although administrators of the survey go to great lengths to ensure that anonymity of the responses are ensured, often times during

the survey feedback process the comment is made by a supervisor that he or she "knows" who made a certain response. Comments such as these, besides being false, when made in the presence of a group during a feedback session, do much to influence the way a respondent will reply to these questions in the future. These comments negatively affect the credibility of the entire process. Administrators of the survey must go to extra lengths to ensure that the survey is in fact kept anonymous and that survey results are not used in a punitive manner. Administrators must ensure that the supervisors of the group being surveyed are totally aware of the purpose of the survey.

This now gives a lead to another reason why a respondent will respond "To a very little extent" to this question--that being the very real possibility that if the mean for this question came out high that some investigative action initiated by a supervisor would occur. This leads to the possibility of punitive action. Frankly, a supervisor would be remiss in his or her duty if they did not do some investigating to find out why the mean was high if that event should ever occur.

The apparent purpose of this question was to enable a commanding officer to get a feel for the extent of illegal drug usage by various work groups in their command. This question is not truly accomplishing this task for the reasons stated in the preceeding paragraphs. The results of this



question could in fact mislead a commanding officer into thinking that no drug usage exists in their command.

A much better question to accomplish the purpose of giving a commanding officer a feel for drug usage in their command might be one worded "To what extent do members of your work group discourage the use of illegal drugs?" A question such as this could give a commanding officer an indicator of how much peer pressure against drug use exists in their command. It seems apparent from the data that the respondents are feeling the pressure to reduce drug use coming from higher authorities such as CNO and thus are reluctant to admit, even anonymously, that any drug use exists. A question designed to measure how much peer pressure exists in a command against the use of drugs would be more informative to a commanding officer as an indicator as to how effective their drug policies and prevention efforts are. A question worded in this manner might also be perceived as being less threatening to a respondent because he or she does not feel that by giving a positive reply that they are "turning in their buddy."

Table 2 contains selected data pertaining to this question. Figures 5-8 show the means for this question by paygrade and by time in the Navy and the percent of missing replies for this question by paygrade and by time in the Navy.

TABLE 2

SUMMARY OF STATISTICS FOR QUESTION NUMBER 76

## A. FREQUENCIES OF THE RESPONSES (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	6096	66.9
To a little extent	871	9.6
To some extent	707	7.8
To a great extent	263	2.9
To a very great extent	214	2.3
Missing	958	10.5

TABLE 2 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT

<u>Paygrade</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
E-1	93	1.85/1.54	1	4.3
E-2	608	1.72/1.49	1	6.7
E-3	1395	1.69/1.28	1	8.0
E-4	1703	1.55/1.08	1	8.3
E-5	1988	1.44/0.85	1	11.9
E-6	1335	1.36/0.69	1	13.7
E-7	558	1.30/0.52	1	12.5
E-8	187	1.25/0.46	1	16.0
E-9	73	1.16/0.23	1	12.3
W-2	20	1.53/0.76	1	15.0
W-3	20	1.89/1.10	1	5.0
W-4	14	1.09/0.09	1	21.4
O-1	108	1.29/0.40	1	11.1
O-2	213	1.30/0.38	1	10.8
O-3	317	1.27/0.41	1	8.2
O-4	239	1.25/0.45	1	13.0

TABLE 2 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	1.47/1.00	1	10.2
1-2	806	1.63/1.12	1	8.3
2-3	1516	1.58/1.12	1	7.5
3-4	1182	1.61/1.14	1	7.7
4-5	760	1.52/1.04	1	8.3
5-6	625	1.38/0.79	1	12.5
6-7	420	1.32/0.52	1	11.0
7-8	350	1.30/0.59	1	13.7
8-9	296	1.49/0.92	1	15.9
9-10	219	1.28/0.46	1	13.7
10-11	246	1.48/0.88	1	9.8
11-12	200	1.30/0.55	1	12.0
12-13	244	1.42/0.77	1	20.1
13-14	186	1.44/0.71	1	11.3
14-15	222	1.31/0.56	1	9.9
15-16	157	1.36/0.81	1	8.9
MORE THAN				
16	1239	1.39/0.77	1	14.1

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 76

MEANS BY PAYGRADE

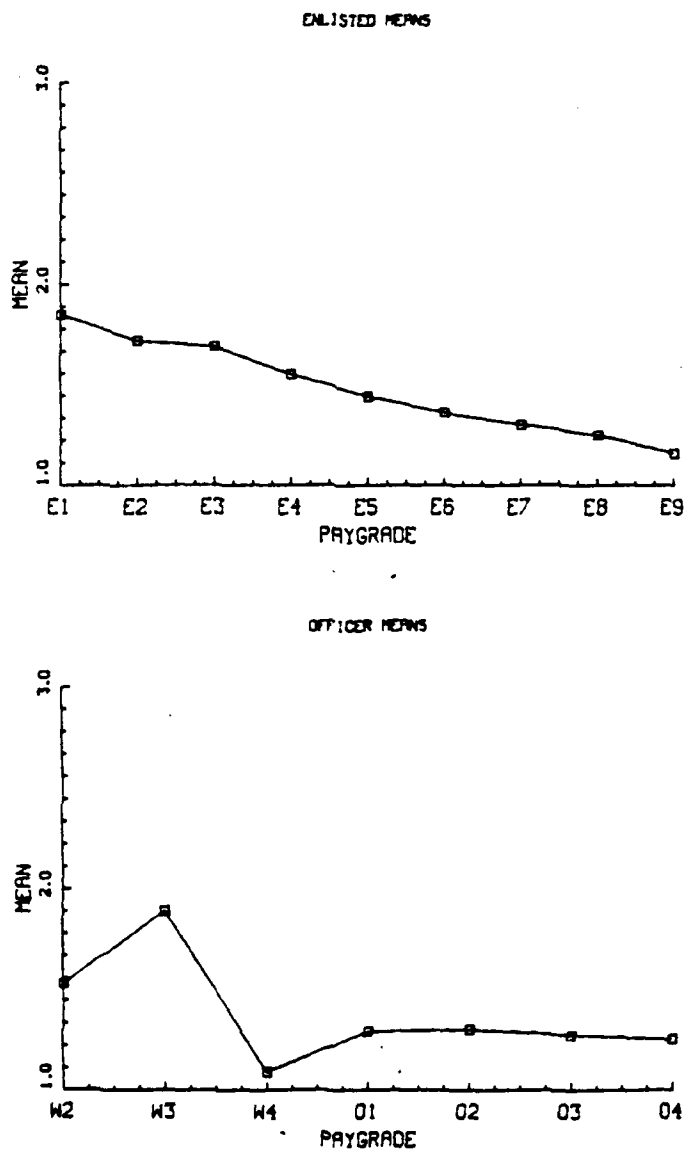


Figure 5. Means by Paygrade

MEANS FOR QUESTION 76

MEANS BY TIME IN THE NAVY

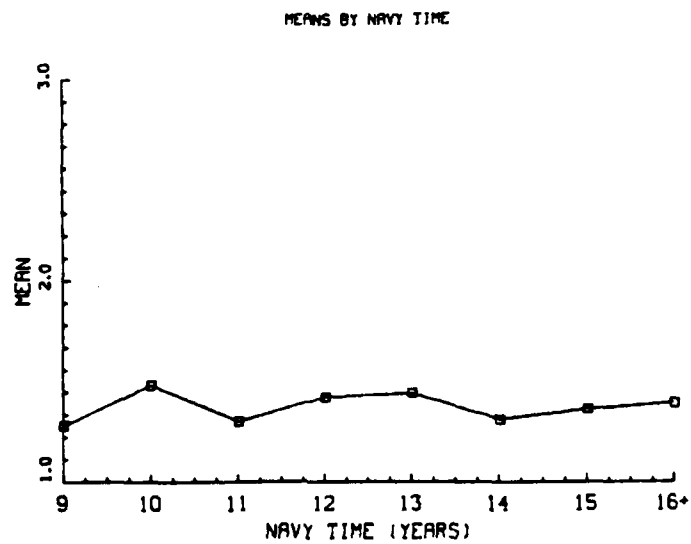
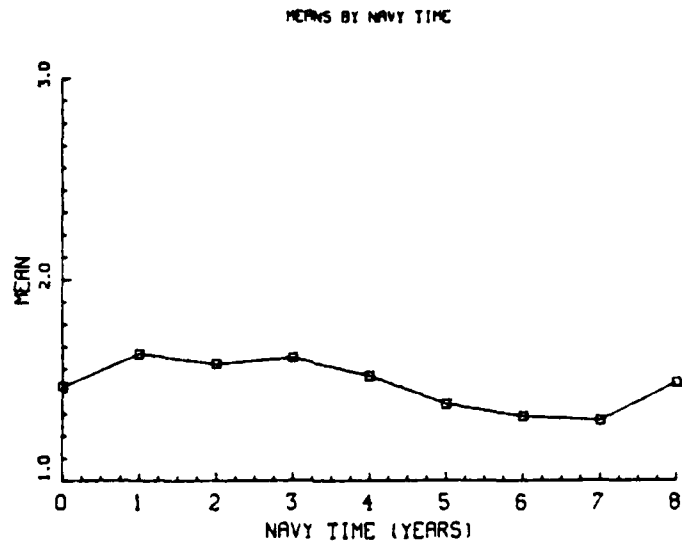


Figure 6. Means by Time in the Navy

PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 76

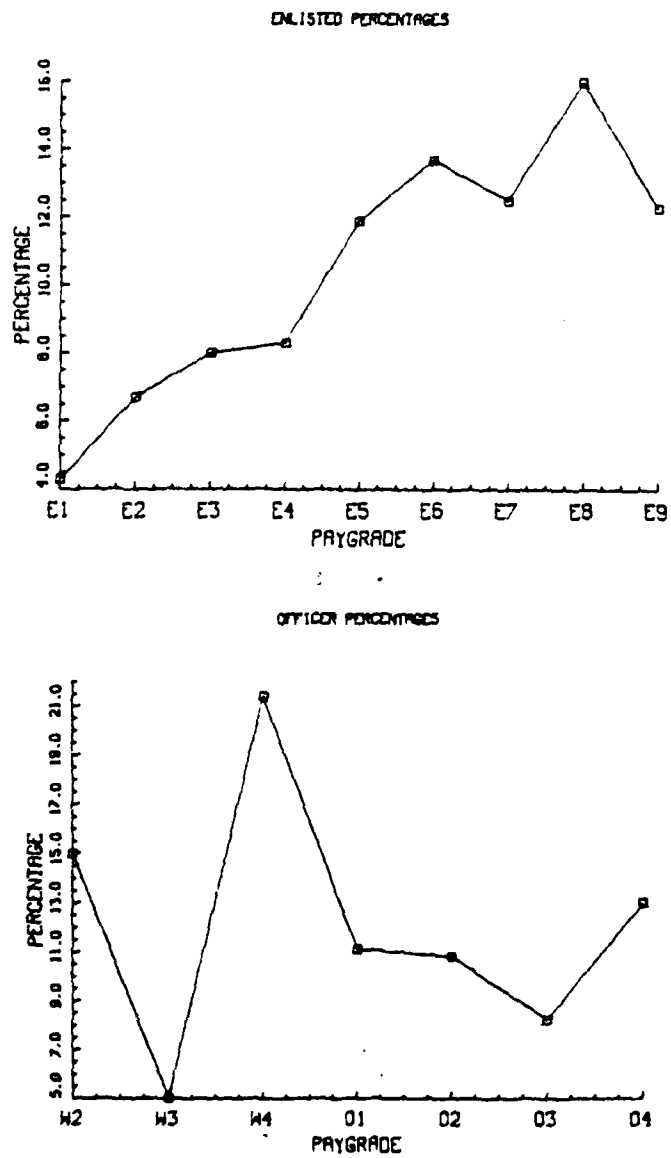


Figure 7. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 76

BY TIME IN THE NAVY

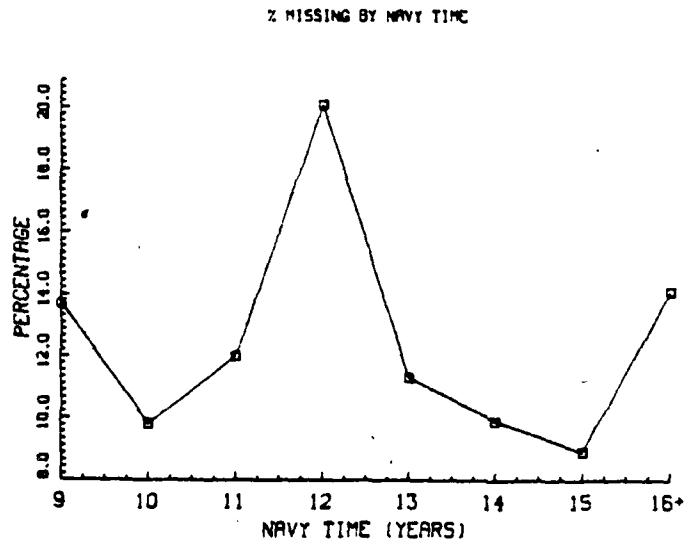
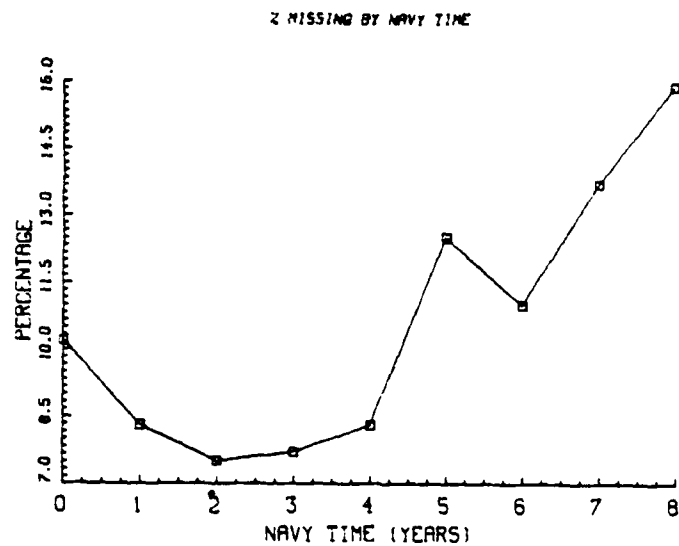


Figure 8. Percent Missing Replies by Time in the Navy



C. QUESTION 77

Question 77 of the HRM survey is worded as follows: "To what extent does the use of illegal drugs negatively affect the performance of your workgroup?" The respondent is asked to reply by choosing one of the following responses:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

A respondent may also elect to not reply to this question--in which case the respondent would not choose any of the above responses.

When the responses to this question were analyzed, 5,413 of the respondents, or 59.4%, chose response number 1, "To a very little extent." Additionally, 1,066 respondents, or 11.7%, did not respond to this question. The overall mean for all respondents for this question was 1.73 with a variance of 1.51 (standard deviation = 1.23). The mode, or response chosen most often, for this question was "To a very little extent."

This data is consistent with the data for questions 75 and 76. If drugs aren't being used in the command or in the workgroup then it would stand to reason that drugs don't affect the performance of your workgroup. If a respondent has to this point been selecting response number 1 or has

not been responding, it is unlikely that he or she will change their response pattern now.

When processed HRM survey data is fed back to a command, the data is broken down by individual workgroups so that supervisors may discuss the results with his or her subordinates. This procedure is explained to the supervisors and to the respondents before they take the survey. Because of the way this question is worded it can be interpreted by the respondent as an attempt to put the members of a particular workgroup on "report." It would seem intuitive that the respondents are aware of these facts and would ensure that their replies were such that they did not reflect negatively on their particular workgroup.

Again there is the question of anonymity. If a supervisor receives a feedback package where the mean of this particular question is high then he or she would naturally feel compelled to try to determine if in fact drugs are being used in his or her workgroup and further be compelled to identify who the drug users are. A supervisor may also have some preconceived notions of who he or she thinks the "drug user" is and may possibly take some action against an individual.

Another point that can be made here is that if a commanding officer saw a high mean on this question he or she is likely to begin his or her own investigation into the possibilities of drugs being used in their command. The point being made here is that the people responding to this series

of questions are intelligent enough (94.3% have a high school level or higher level of education) to realize the possible consequences that a response other than "To a very little extent" or no reply at all could have on them directly. Also the respondents are very aware of the Chief of Naval Personnel's policy on drug use. Combining these facts could lead one to the conclusion that some respondents will choose response number 1 or simply choose not to reply regardless of the amount of drug usage in their command or workgroup and regardless of whether or not they know of any drug usage.

Another serious impact these questions have is on the credibility of the Human Resources Effort of the Navy. When a respondent gets to this series of questions on the HRM survey, the survey seems to change from one of trying to gather information on a command climate to help a command to being one of a drug use inspection. The respondents seem to recognize this and appear to be replying accordingly by choosing a response (or not replying) that will do the least damage to them.

Table 3 contains selected data pertaining to this question. Figures 9-12 show the means for this question by paygrade and by time in the Navy and the percent of missing replies for this question by paygrade and by time in the Navy.

TABLE 3

SUMMARY OF STATISTICS FOR QUESTION NUMBER 77

## A. FREQUENCIES OF THE RESPONSE (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	5413	59.4
To a little extent	891	9.8
To some extent	774	8.5
To a great extent	430	4.7
To a very great extent	535	5.9
Missing responses	1066	11.7

TABLE 3 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>Paygrade</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
E-1	93	1.56/1.11	1	4.3
E-2	608	1.76/1.46	1	10.0
E-3	1395	1.77/1.44	1	9.2
E-4	1742	1.77/1.56	1	12.2
E-5	2032	1.71/1.43	1	14.1
E-6	1374	1.78/1.74	1	16.4
E-7	572	1.67/1.50	1	14.2
E-8	192	1.76/1.79	1	15.1
E-9	76	1.33/0.57	1	15.8
W-2	22	1.42/0.70	1	13.6
W-3	21	2.37/2.14	1	9.5
W-4	14	1.55/1.47	1	21.4
O-1	111	1.68/1.43	1	12.6
O-2	214	1.92/1.97	1	11.2
O-3	325	1.56/1.35	1	9.2
O-4	244	1.58/1.36	1	17.2

TABLE 3 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	1.69/1.42	1	13.8
1-2	806	1.80/1.53	1	10.7
2-3	1516	1.72/1.47	1	9.0
3-4	1182	1.73/1.43	1	9.1
4-5	760	1.69/1.37	1	9.6
5-6	625	1.69/1.51	1	14.2
6-7	420	1.55/1.09	1	11.9
7-8	350	1.73/1.55	1	13.4
8-9	296	1.98/2.14	1	16.9
9-10	219	1.73/1.62	1	14.2
10-11	246	1.80/1.66	1	11.0
11-12	200	1.63/1.33	1	13.5
12-13	244	1.91/1.92	1	20.5
13-14	186	1.60/1.38	1	12.4
14-15	222	1.80/1.73	1	9.0
15-16	157	1.87/1.91	1	8.9
MORE THAN				
16	1239	1.72/1.54	1	14.1

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 77

MEANS BY PAYGRADE

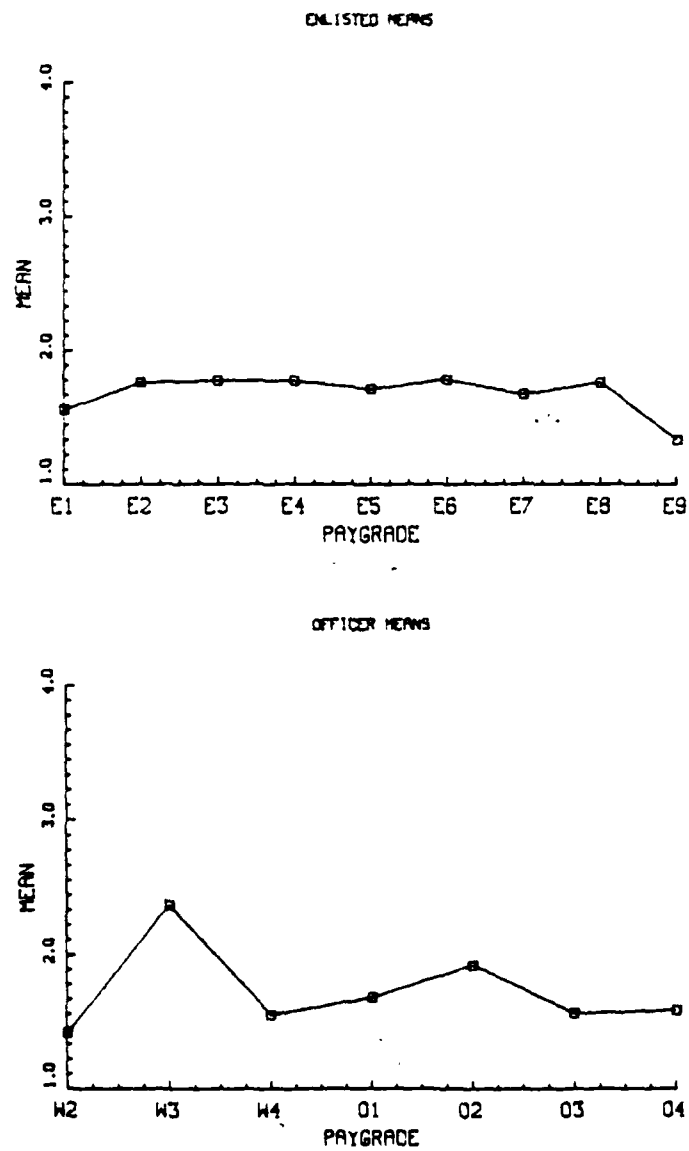


Figure 9. Means by Paygrade

MEANS FOR QUESTION 77

MEANS BY TIME IN THE NAVY

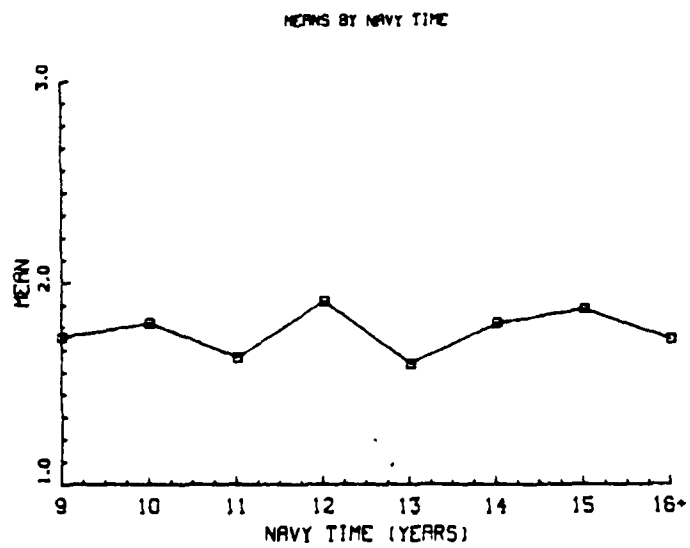
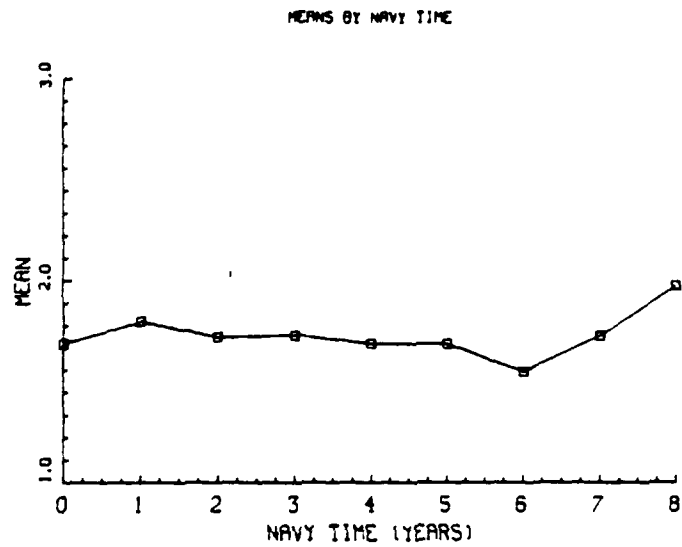


Figure 10. Means by Time in the Navy



PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 77

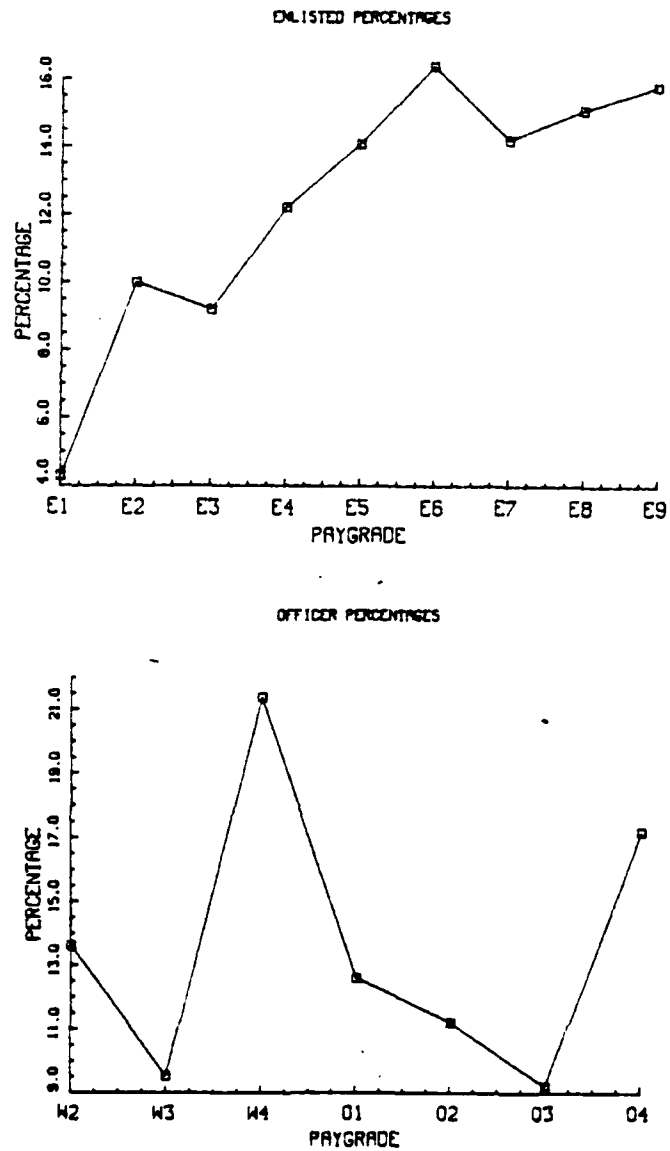


Figure 11. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 77

BY TIME IN THE NAVY

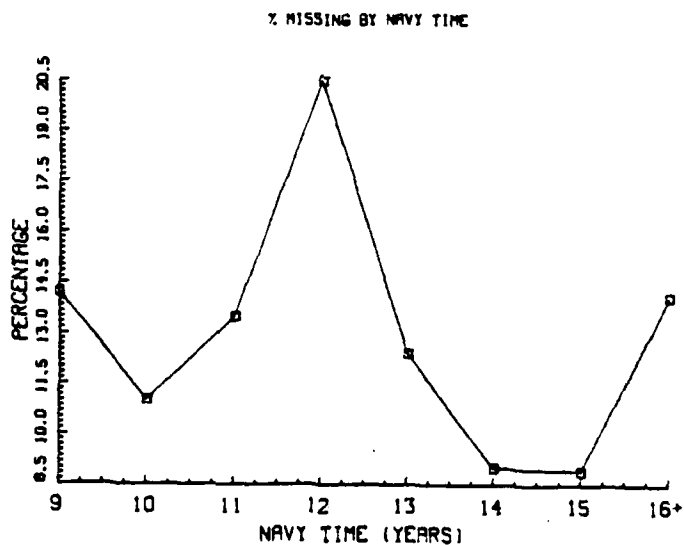
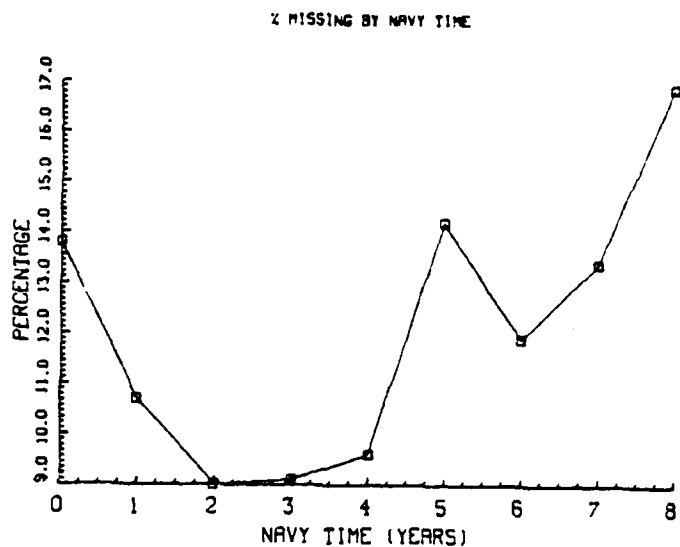


Figure 12. Percent Missing Replies by Time in the Navy

D. QUESTION 78

Question number 78 of the HRM survey reads as follows:

"To what extent would your immediate supervisor recognize that a work group member was under the influence of illegal drugs?"

The possible responses to this question are:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may choose one of these replies or may simply choose not to answer the question.

The overall mean for this question was 3.29 with a variance of 1.84 (standard deviation = 1.36). The mode, or response chosen most often, was "To a great extent." In all, 2,183 respondents, 24.0%, chose this response. Overall 6,214 respondents, 62.5%, responded that their immediate supervisor could recognize a member under the influence of illegal drugs "To some extent" or better. For this question only 605 respondents, 6.6%, chose not to reply.

The responses to this question are interesting because, unlike the responses to questions 75 through 77, the respondents have taken the time to fill in a reply to the question. There are not nearly the amount of missing replies to this question as compared to the amount of missing replies to questions 75 through 77. Also the responses are spread out more across

the range of available responses as is indicated by the variance (and standard deviation) for this question.

One possible interpretation of why a person would choose to reply to this question is that it is a non-threatening one to the respondent. By this is meant that the respondent is not jeopardizing the integrity or security of themselves or their peer group by responding to this question. The question is not asking the respondent to "admit" that something illegal is occurring in their workgroup.

There exists in the data an interesting shift in the means when the data is broken down by paygrade. The highest mean for paygrade E1 to E4 is 3.20. The means are 2.89, 3.15, 3.09 and 3.20 respectively for these paygrades. In comparison, the lowest mean for paygrades E-5 through and including O-4 is 3.29. All the means by paygrade are in the summary of data for this question. This difference in the means could be interpreted as indicating that paygrades E-1 through E-4 are less sure of the abilities of their immediate supervisors to recognize a member who is using drugs. Likewise, it also seems to indicate that paygrades E-5 and above are more confident of their abilities to detect the use of illegal drugs in their workgroups.

To put a slightly different interpretation on this data, it should be understood that in the majority of cases, a person who holds the paygrade of E-5 or above is the workgroup supervisor. By responding that their immediate supervisor is

able to detect drug use in his or her workgroup, it is conceivable that the respondent is seeing him or herself as that supervisor. In other words, the respondent may be attesting to his or her own ability to detect drug use in their own workgroups.

It should be pointed out that Navy supervisors as a group receive very good training in recognition of the behaviors associated with drug abuse from the Navy Human Resource Management centers and detachments. Therefore this question can also be interpreted as a measure of success of the Navy efforts to educate their supervisors on the symptoms of substance abuse. It appears the efforts have been worthwhile based on the data.

When the data is broken down by time in the Navy, a similar shift in the means appears. The means for a time in the Navy of between 1 year and less than 4 years are substantially lower than the means for time in the Navy of 4 or more years. The lone exception being for a time in the Navy of 6 and less than 7 years. These time in the Navy figures of 1 and less than 4 years and 4 or more years in the Navy correspond fairly closely to the paygrades of E-1 to E-4 and E-5 and above. That is, as a general statement paygrades E-1 to E-4 have less than 4 years in the Navy and paygrades E-5 and above have more than 4 years in the Navy.

When broken down by paygrade, the mean for this question is 3.28 with a variance of 1.36 (standard deviation = 1.17).

When broken down by time in the Navy, the mean is 3.29 with a variation of 1.35 (standard deviation = 1.16).

Table 4 contains selected data pertaining to this question. Figures 13-16 show the means for this question by paygrade and by time in the Navy and the percent of missing data for this question by paygrade and by time in the Navy.

TABLE 4

SUMMARY OF STATISTICS FOR QUESTION NUMBER 78

## A. FREQUENCIES OF THE RESPONSES (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	1352	14.8
To a little extent	938	10.3
To some extent	2081	22.8
To a great extent	2183	24.0
To a very great extent	1950	21.4
Missing replies	605	6.6

TABLE 4 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>PAYGRADE</u>	<u>NUMBER RESPONDING</u>	<u>MEAN/ VARIANCE</u>	<u>MODE</u>	<u>PERCENT MISSING</u>
E-1	93	2.89/2.24	1	4.3
E-2	608	3.15/1.98	4	7.1
E-3	1395	3.09/2.10	5	5.1
E-4	1742	3.20/2.03	5	7.6
E-5	2032	3.29/1.91	4	8.8
E-6	1374	3.36/1.77	4	10.3
E-7	572	3.52/1.34	3	7.0
E-8	192	3.56/1.17	4	8.3
E-9	76	3.82/1.28	4	5.3
W-2	22	3.45/1.52	4	9.1
W-3	21	3.35/1.29	3	4.8
W-4	14	3.77/1.69	5	7.1
O-1	111	3.39/1.07	4	12.6
O-2	214	3.29/1.20	4	7.0
O-3	325	3.58/1.28	4	4.9
O-4	244	3.55/1.29	4	9.0



TABLE 4 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	3.36/1.93	4	7.9
1-2	806	3.19/2.03	5	5.7
2-3	1516	3.14/2.03	4	5.1
3-4	1182	3.14/1.92	3	6.2
4-5	760	3.26/1.84	3	5.1
5-6	625	3.31/1.78	3	8.2
6-7	420	3.17/1.95	4	7.4
7-8	350	3.33/1.79	3	8.0
8-9	296	3.46/1.68	4	10.1
9-10	219	3.41/1.79	4	8.7
10-11	246	3.35/1.88	4	5.3
11-12	200	3.40/1.56	3	7.0
13-13	244	3.32/1.62	4	6.6
13-14	186	3.47/1.55	4	8.1
14-15	222	3.51/1.34	3	3.6
15-16	157	3.42/1.54	4	5.1
MORE THAN				
16	1239	3.50/1.56	4	8.2

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 78

MEANS BY PAYGRADE

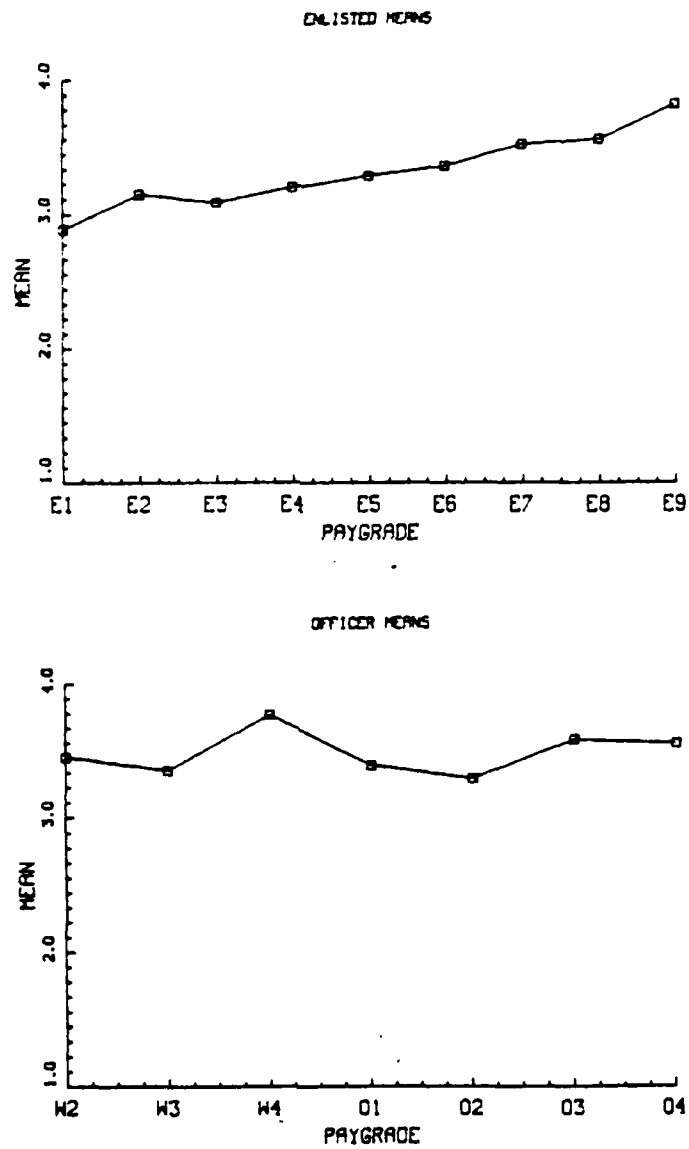


Figure 13. Means by Paygrade

MEANS FOR QUESTION 78

MEANS BY TIME IN THE NAVY

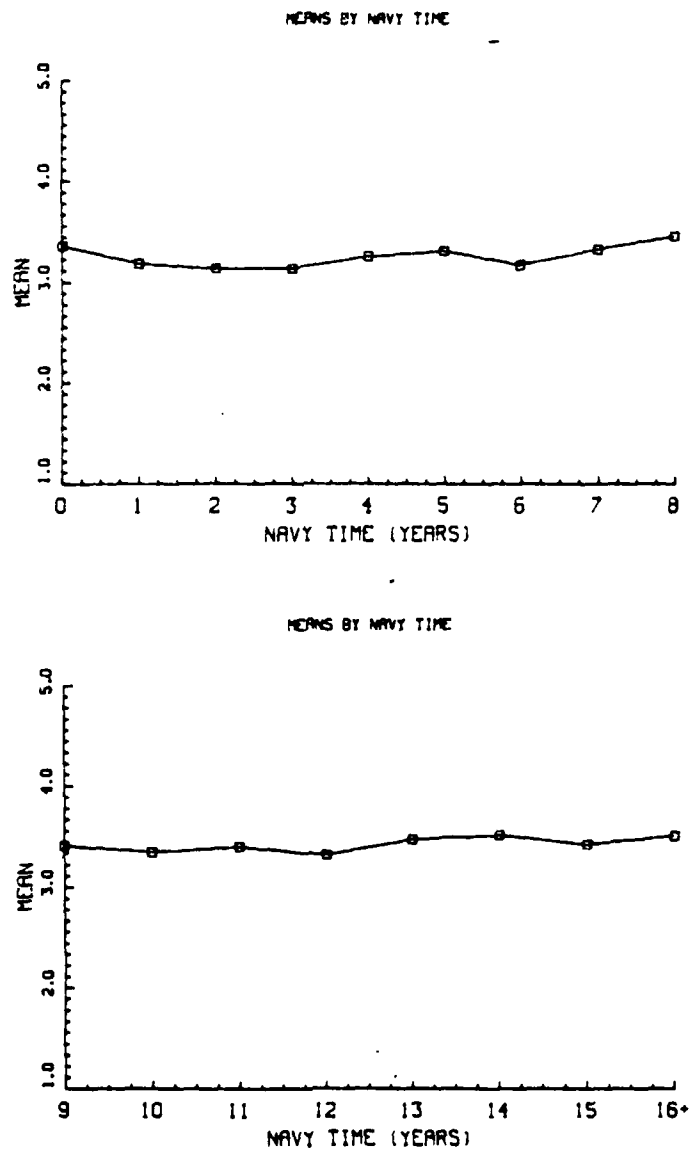


Figure 14. Means by Time in the Navy

PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 78

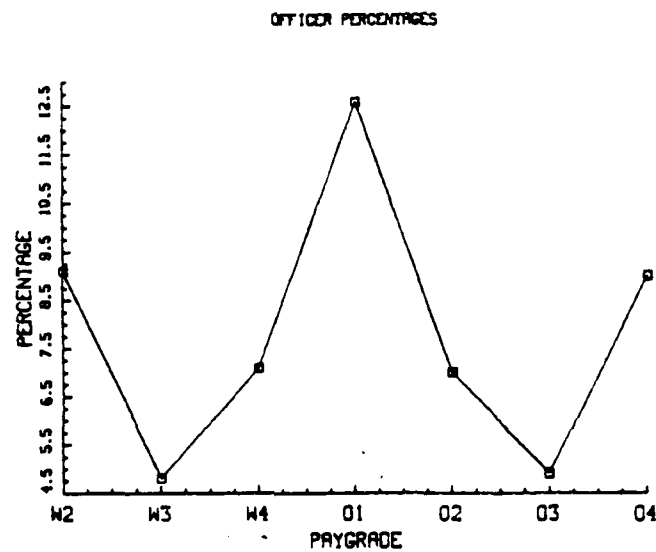
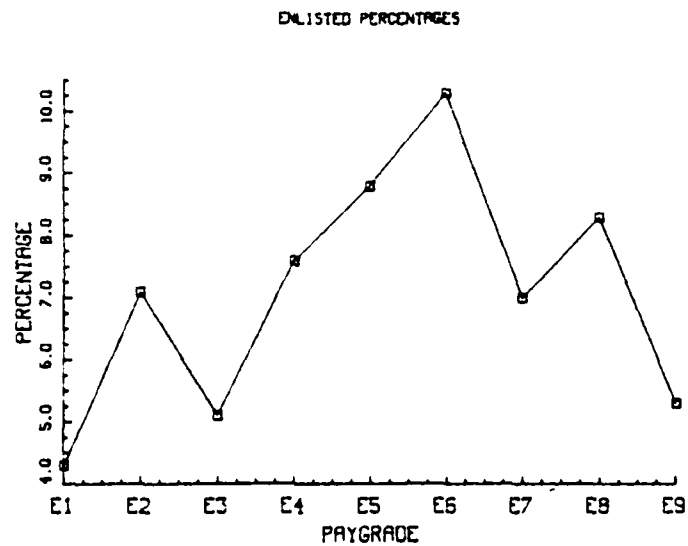


Figure 15. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 78

BY TIME IN THE NAVY

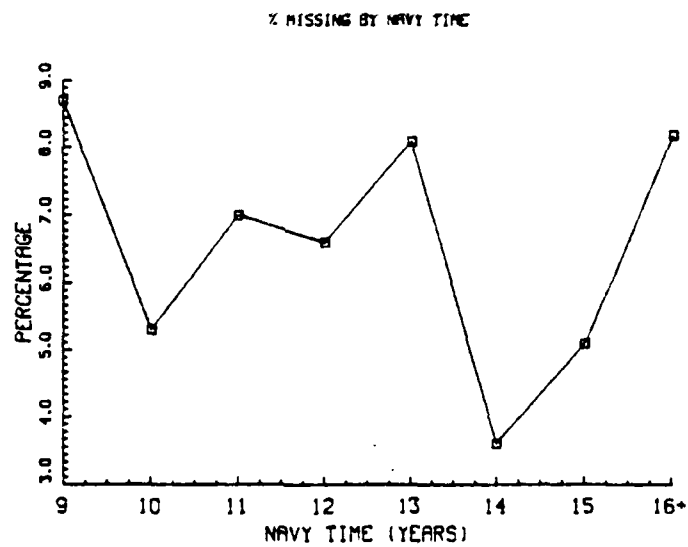
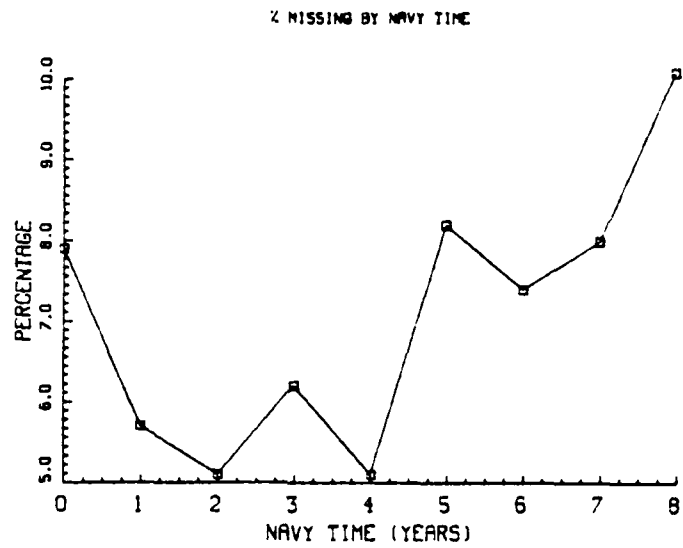


Figure 16. Percent Missing Replies by Time in the Navy

E. QUESTION 79

Question number 79 of the HRM survey reads as follows:

"To what extent are Navy programs to reduce the use of illegal drugs effective in this organization?" The possible responses to this question are:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may choose one of these responses or may simply choose not to answer the question.

The overall mean for this question was 3.26 with a variance of 1.77 (standard deviation = 1.33). The mode, or response chosen most often, was choice number 3, "To some extent." Two thousand three hundred fifty eight (2,358) people (25.9% of the total) chose this response. Overall for this question, 6,352 people (69.8% of the total) selected response choices 3,4 or 5. Only 4.8% of the respondents did not reply to this question.

The respondents to this question, as they did for question 78, have taken the time to choose a response for this question. There are far fewer missing responses for this question as compared to questions 75 through 77. As in question 78 the respondents are being asked a question that is not threatening to either themselves or the members of their

workgroup. The respondents are much more likely to respond to this question and indeed the range of responses are more spread out across the range of available responses. Because the question is non-threatening the respondents are more likely to take the time to think about their response which would tend to explain the spread of the responses.

There is a shift in means among the paygrades. The means for paygrades E-1 through E-5 are lower than the means for E-6 and above. The means are 2.70, 3.23, 3.13, 3.20 and 3.17 respectively for paygrades E-1 to E-5. In comparison, the lowest mean for paygrades E-6 through O-4 is 3.28 (with the exception of paygrade W-2, mean = 3.20). A possible reason for these differences could be that the respondents in the paygrades E-1 through E-5 simply do not feel as strongly about the effectiveness of the program as do the respondents in paygrades E-6 and above. Likewise, respondents in paygrades E-6 and above may feel that at last there is a clear cut policy on drug use and as supervisors, they now have the backing and the power to enforce these rules. Another possible reason for the differences of the means, and this ties directly to question 78, could be that the lower paygrades are not so sure that their immediate supervisors can recognize a person using or abusing drugs. So a question in the respondents mind (for respondents of paygrade E-1 to E-5) could possibly be, "If my supervisor cannot recognize a person on drugs, then how can he/she enforce the Navy's policy on drug use?"

The overall mean for all paygrades was 3.26 with a variance of 1.33 (standard deviation = 1.15).

A similar shift in the means exists when the data is broken down by time in the Navy. The means for time in the Navy of between 1 and less than 4 years are lower than the means for respondents with 4 or more years in the Navy. These times in the Navy correspond roughly with the paygrade breakouts.

The overall mean for time in the Navy is 3.27 with a variance of 1.33 (standard deviation = 1.15).

Responses to this question seem to indicate that the Chief of Naval Operation's policy on drug use has been widely disseminated and is understood among all paygrades. Another interpretation is that commanding officers, aware of this policy are making sure that the word of this policy is being passed on to all members of his or her command. In other words, the people responding are aware of the drug policy and understand its content.

Table 5 contains selected data pertaining to this question. Figures 17-20 show the means for this question by paygrade and by time in the Navy and the percent of missing data for this question by paygrade and by time in the Navy.



TABLE 5

SUMMARY OF STATISTICS FOR QUESTION NUMBER 79

## A. FREQUENCIES OF THE RESPONSES (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	1295	14.2
To a little extent	1024	11.2
To some extent	2358	25.9
To a great extent	2092	23.0
To a very great extent	1902	20.9
Missing replies	438	4.8

TABLE 5 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>Paygrade</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
E-1	93	2.70/2.28	1	4.3
E-2	608	3.23/2.08	5	3.8
E-3	1395	3.13/2.01	3	3.7
E-4	1742	3.20/1.89	3	5.4
E-5	2032	3.17/1.82	3	6.8
E-6	1374	3.35/1.69	3	7.4
E-7	572	3.53/1.37	4	5.9
E-8	192	3.59/1.20	4	6.3
E-9	76	3.80/0.92	4	3.9
W-2	22	3.20/1.75	3	9.1
W-3	21	3.55/1.10	4	4.8
W-4	14	3.36/1.63	4	14.3
O-1	111	3.28/1.21	3	8.1
O-2	214	3.44/1.38	4	5.6
O-3	325	3.50/1.10	4	6.5
O-4	244	3.44/1.19	4	11.1

TABLE 5 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	3.35/1.89	5	5.9
1-2	806	3.17/1.93	3	2.2
2-3	1516	3.13/1.97	3	4.1
3-4	1182	3.12/1.84	3	3.8
4-5	760	3.19/1.83	3	4.1
5-6	625	3.19/1.73	3	6.1
6-7	420	3.32/1.72	3	6.4
7-8	350	3.36/1.79	4	5.7
8-9	296	3.35/1.68	3	7.4
9-10	219	3.39/1.80	4	7.3
10-11	246	3.17/1.69	3	2.8
11-12	200	3.22/1.83	3	6.5
12-13	244	3.40/1.41	3	6.6
13-14	186	3.32/1.40	3	5.4
14-15	222	3.61/1.18	4	2.3
15-16	157	3.52/1.58	4	5.1
MORE THAN				
16	1239	3.49/1.41	3	6.0

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 79

MEANS BY PAYGRADE

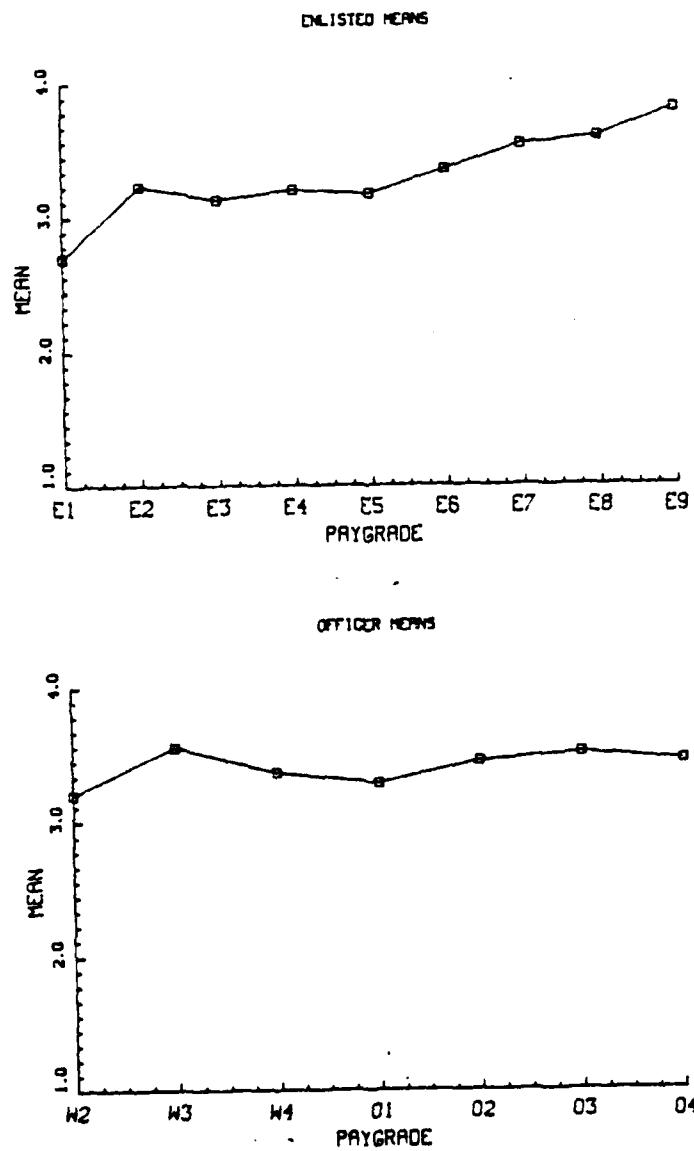


Figure 17. Means by Paygrade

MEANS FOR QUESTION 79

MEANS BY TIME IN THE NAVY

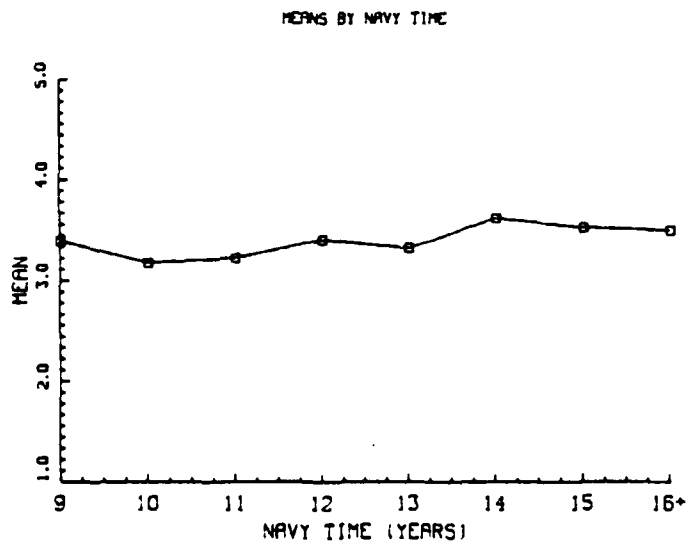
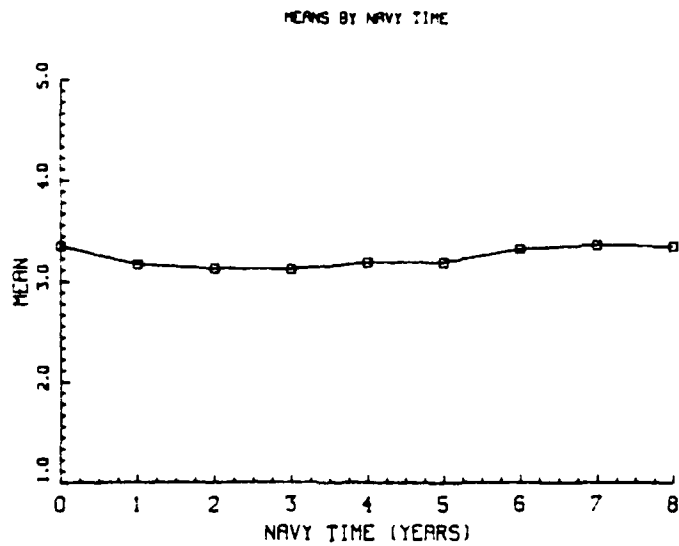


Figure 18. Means by Time in the Navy

PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 79

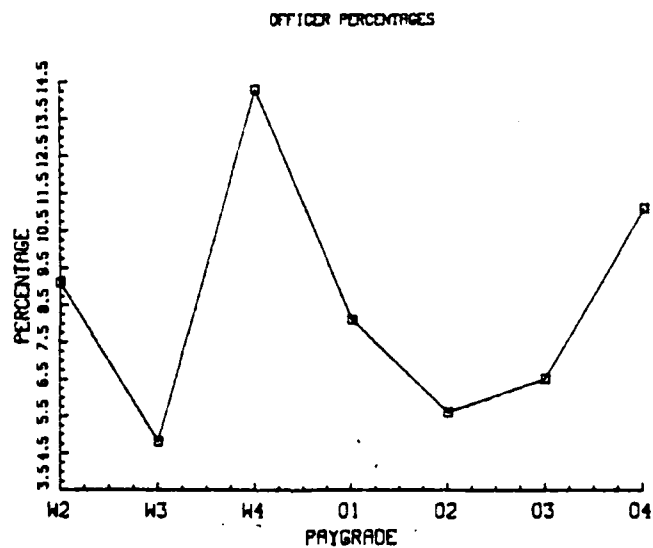
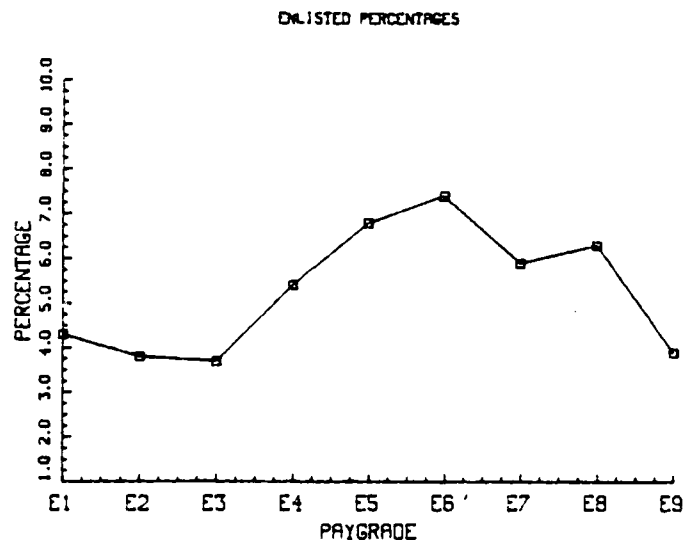


Figure 19. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 79

BY TIME IN THE NAVY

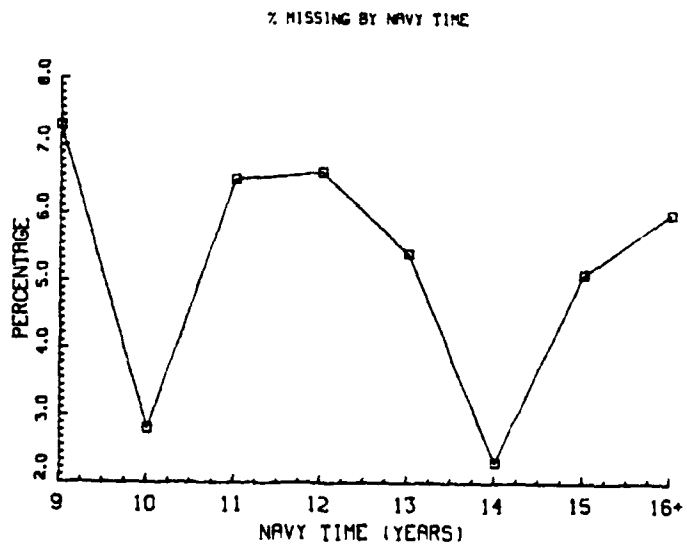
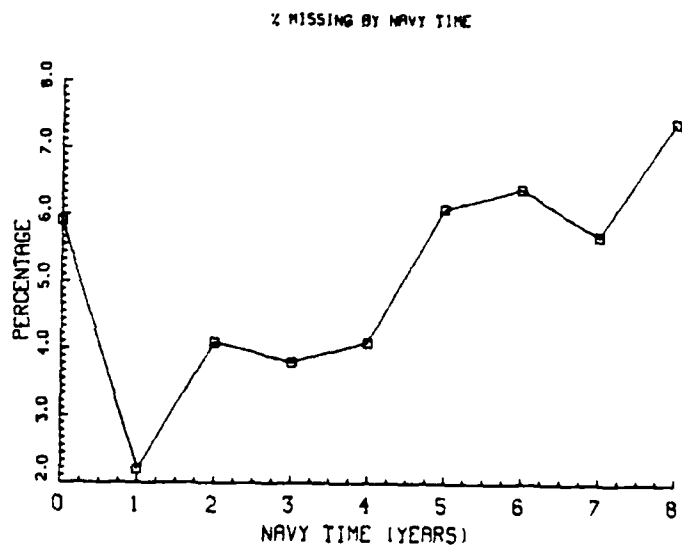


Figure 20. Percent Missing REplies by Time in the Navy

F. QUESTION 80

Question number 80 of the HRM survey reads as follows:  
"To what extent would you feel free to talk to your supervisor about an alcohol problem in your workgroup?" The possible responses to this question are:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may choose one of these responses or may simply choose not to answer the question.

The overall mean for this question was 3.51, with a variance of 1.74 (standard deviation = 1.32). The mode, the response chosen most often, was response 5, "To a very great extent." Two thousand five hundred ten (2,510) people (27.6% of the total) chose this response. In all, 6,941 people (76.3% of the total) selected response choices 3, 4 or 5. Only 2.4% of the respondents did not answer this question.

There is an interesting trend among the means for the data when broken out by paygrade and time in the Navy. The means in both breakouts rise with either rate or rank and time in the Navy. For example, means for the enlisted rate: start at 2.66 for E-1's and rise steadily to 4.56 for paygrade E-9. Similarly, means for this question for officers start at 3.91 for O-1's and rise to 4.12 for O-4's. The means for the



warrant officer paygrades remain fairly consistent, the lowest being 4.05. The means when broken out by time in the Navy also show a rise from 3.18 for respondents with less than 1 year in the Navy to 4.05 for respondents with 16 or more years in the Navy.

The overall mean for all paygrades was 3.49, with a variance of 1.32 (standard deviation = 1.15). The overall mean for time in the Navy was 3.51, with a variance of 1.32 (standard deviation = 1.15).

This data could be interpreted a number of ways. One possible interpretation is that the Navy is aiming its alcohol-abuse prevention efforts at the person or persons who have been in the Navy for a period of years. The means of the responses seem to indicate that the effort has been successful at least in part. People who have been in the Navy longer may tend to develop, for whatever reasons, behavior patterns that could eventually lead to problems with alcohol. Also respondents who have been in the Navy may be more familiar with the various alcohol programs either from their own personal experience or because they personally knew someone who had an alcohol problem and was assisted by the Navy program.

Another interpretation could be that the Navy's alcohol-abuse prevention program is unintentionally ignoring the lower-rated personnel. It would seem obvious that the lower-rated personnel would need information on alternatives to alcohol even more so than the higher-rated personnel do.

It is during these times, when a sailor first comes into the Navy, that he or she has little money to spend on entertainment or transportation but just enough to buy a drink that he or she will develop the habit patterns that will carry over into their later years in the Navy. The younger enlisted and officer personnel need the alternatives to alcohol taught to them from the minute they enter into the Navy. Further, Navy leaders must spend the time and resources to provide alternatives. Passing tough anti-drunk driving laws may keep the drunk off the road, but the ultimate target should be to keep them from getting drunk.

The willingness of people to talk about or answer questions about alcohol are obvious from the replies to this question. One suggestion to make this a more effective question would be to change the wording of this question to read, "To what extent would you feel free to talk to your supervisor about a problem that you are having with alcohol?" Worded thus, this question would clarify the intent of the original question. That if, if you are having a problem, not another member of your workgroup, would you talk to your supervisor about it?

It is interesting to note the significant reduction in the number of people who did not respond to this question. One obvious advantage that alcohol has over drugs is that it is legal and therefore people are more at ease in discussing any questions having to do with alcohol. Because alcohol is socially accepted at all levels of society, this question is

non-threatening to the respondent and they will be more likely to respond to this question. In the present-day Navy, a person does not face the same severe consequences coming to work drunk as he or she would if they used drugs and were caught. Another aspect of alcohol is that the alcoholic is likely to be rehabilitated whereas the drug user is likely to be severely disciplined. Again this realization by the respondents that responding to alcohol questions is a non-threatening evolution makes them more willing to respond honestly to questions regarding alcohol use.

Table 6 contains selected data pertaining to this question. Figures 21-24 show the means for this question by paygrade and by time in the Navy and the percent missing responses for this question by paygrade and by time in the Navy.

TABLE 6

SUMMARY OF STATISTICS FOR QUESTION NUMBER 80

## A. FREQUENCIES OF THE RESPONSES (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	1076	11.8
To a little extent	875	9.6
To some extent	1930	21.2
To a great extent	2501	27.5
To a very great extent	2510	27.6
Missing replies	217	2.4

TABLE 6 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>Paygrade</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
E-1	93	2.66/2.27	1	1.1
E-2	608	3.06/1.84	3	2.3
E-3	1395	3.12/1.90	3	2.3
E-4	1742	3.27/1.75	4	4.0
E-5	2032	3.41/1.73	4	3.3
E-6	1374	3.78/1.47	4	5.1
E-7	572	4.15/1.14	5	3.3
E-8	192	4.38/0.70	5	4.2
E-9	76	4.56/0.71	5	6.6
W-2	22	4.43/1.06	5	4.5
W-3	21	4.05/1.00	5	4.8
W-4	14	4.43/0.73	5	0.0
O-1	111	3.91/1.03	4	5.4
O-2	214	3.72/1.13	4	2.8
O-3	325	3.94/1.16	4	3.1
O-4	244	4.12/1.10	5	4.5

TABLE 6 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	3.18/1.77	3	3.4
1-2	806	3.18/1.78	3	2.5
2-3	1516	3.22/1.90	4	2.2
3-4	1182	3.24/1.70	4	1.8
4-5	760	3.33/1.73	4	1.7
5-6	625	3.38/1.83	5	2.2
6-7	420	3.52/1.64	4	2.1
7-8	350	3.68/1.48	4	3.4
8-9	296	3.73/1.39	4	2.0
9-10	219	3.71/1.65	4	2.7
10-11	246	3.67/1.63	5	1.6
11-12	200	3.85/1.45	5	2.5
12-13	244	3.98/1.33	5	2.0
13-14	186	3.89/1.31	4	2.7
14-15	222	4.06/1.12	5	1.8
15-16	157	4.10/1.26	5	1.3
MORE THAN				
16	1239	4.05/1.30	5	3.4

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 80

MEANS BY PAYGRADE

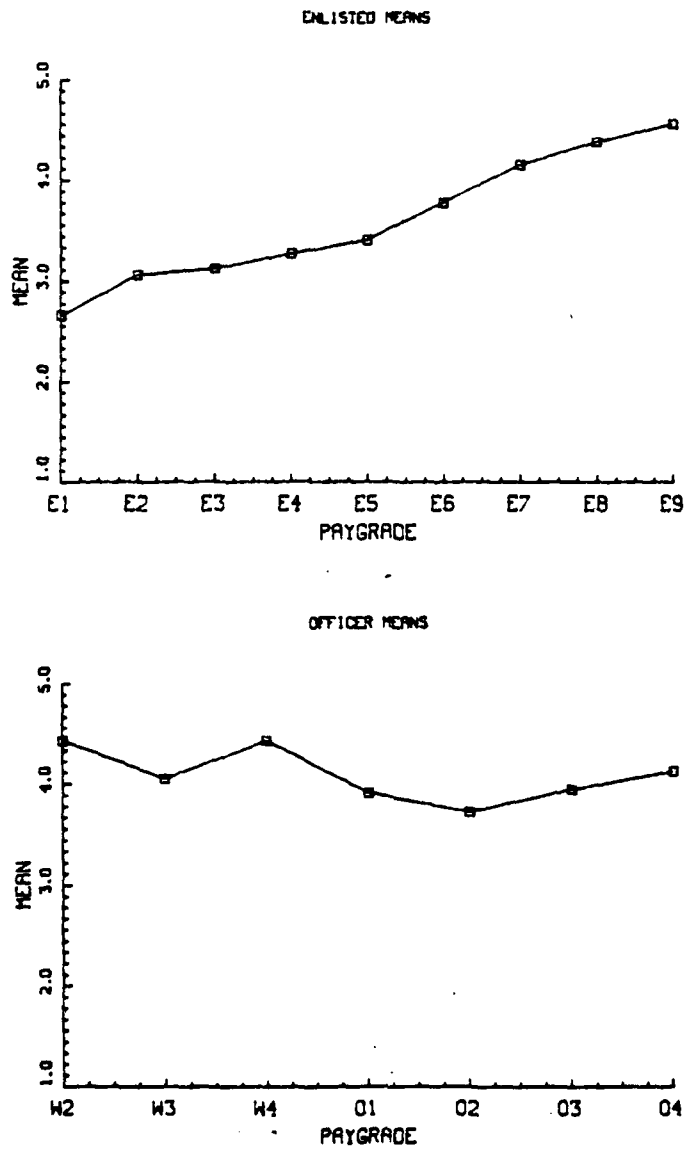


Figure 21. Means by Paygrade

MEANS FOR QUESTION 80

MEANS BY TIME IN THE NAVY

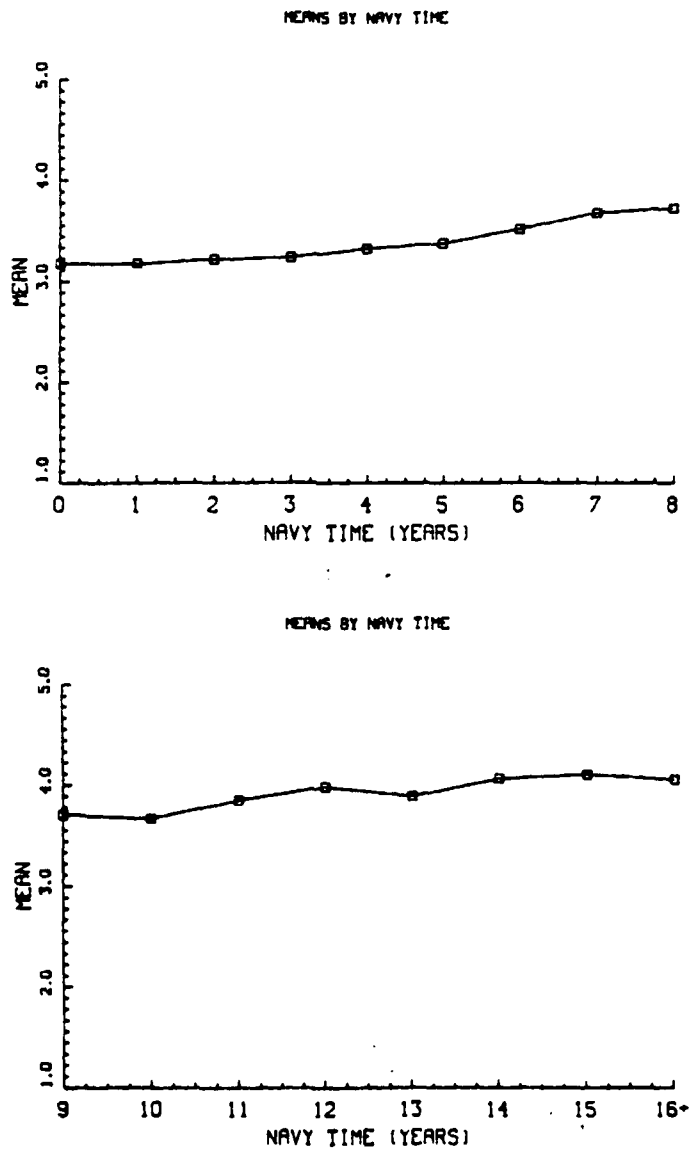


Figure 22. Means by Time in the Navy



PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 80

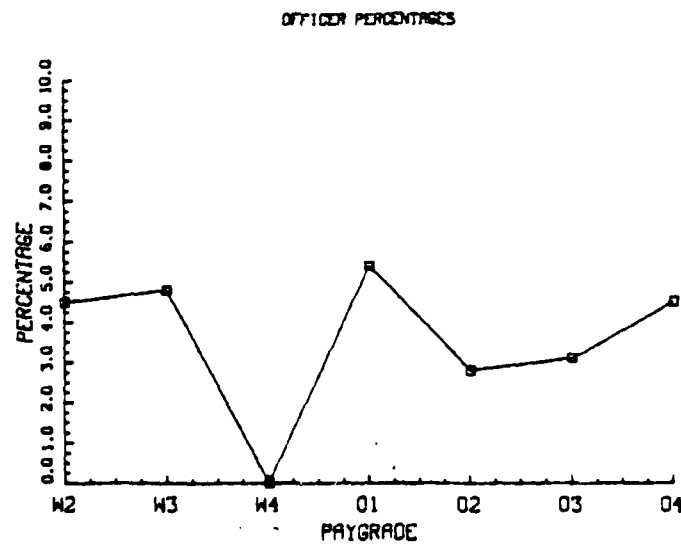
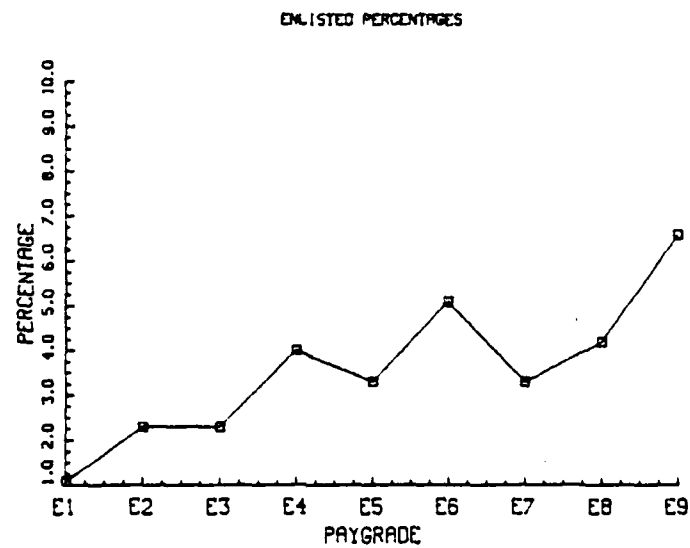


Figure 23. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 80

BY TIME IN THE NAVY

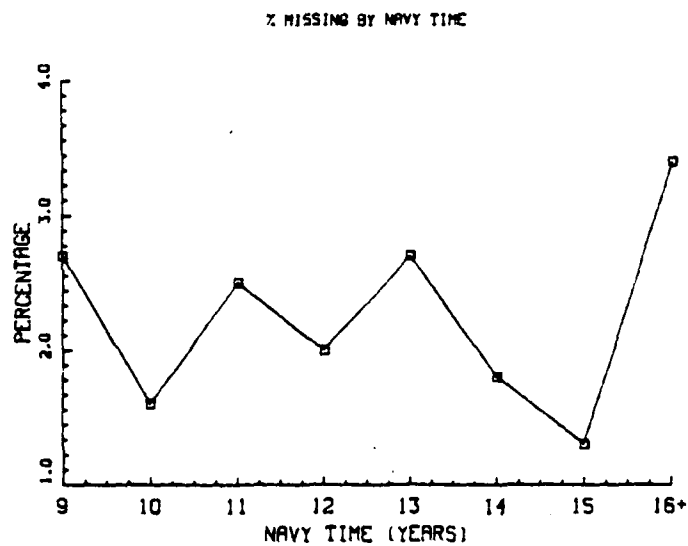
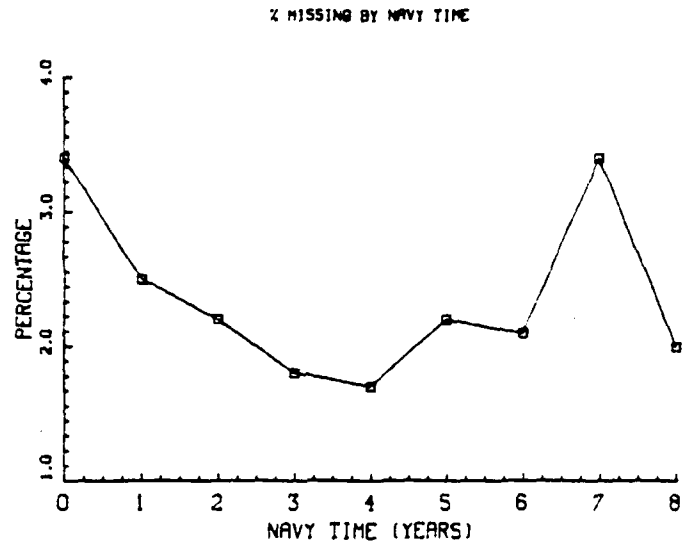


Figure 24. Percent Missing Replies by Time in the Navy

G. QUESTION 81

Question number 81 of the HRM survey reads as follows:

"To what extent are Navy programs to reduce the use of alcohol effective in this organization?" The possible responses to this question are:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may choose one of these responses or may simply choose not to answer the question.

The overall mean for this question was 2.69, with a variance of 1.50 (standard deviation = 1.22). The mode, the response chosen most often, was selection 3, "To some extent." Two thousand eight hundred seventy one (2,871) respondents (31.5% of the total) chose this response. A total of 6,531 respondents (71.6% of the total) chose response numbers 1, 2 or 3. Only 4.0% of the respondents did not reply to this question.

The means of the responses when broken out by paygrade and by time in the Navy show a very interesting and consistent trend. When broken out by paygrade, only paygrades E-7 through E-9 and W-2 through W-4 have means of over 3.0. The means for paygrades E-7 to E-9 are 3.06, 3.07 and 3.14, respectively. The means for paygrades W-2 to W-4 are 3.35,

3.05 and 3.14, respectively. In comparison, the highest mean for paygrades E-1 to E-6 and O-1 to O-4 inclusive is 2.82.

The mean overall for paygrade was 2.68, with a variance of 1.23 (standard deviation = 1.11).

Similarly, when the data is broken out by time in the Navy the means are below 3.0 until time in the Navy reaches 15 years or more. A time in the Navy of 15 years or more corresponds roughly with the time it would take for an individual in the Navy to reach the paygrades of E-7 to E-9 or W-2 to W-4 so the data is consistent.

The mean overall for time in the Navy was 2.69, with a variance of 1.22 (standard deviation = 1.10).

This data seems to indicate in a clearer manner the point brought out in the discussion of the responses to question 80. That is that the Navy's alcohol-abuse programs seem to be aimed at the segment of the Navy population where alcohol-abuse problems show up most frequently. The segment of the Navy population indicated in this study are the Chief Petty Officers (CPO's) and Chief Warrant Officers (CWO's) and sailors with more than 15 years in the Navy. This segment is saying that at least "to some extent" the Navy's programs to reduce the use of alcohol are effective. The rest of the population seems to feel the programs are effective "to a little extent" or less.

One question that comes immediately to mind when reviewing the differences of the responses between paygrades E-7--E-9

and W-2--W-4 and the rest of the paygrades is, are the CPO's and CWO's attesting to the effectiveness of the prevention programs or to the effectiveness of the Navy's alcohol rehabilitation programs? People in paygrades E-7 to E-9 and W-2 to W-4 are more likely to have known someone who has undergone rehabilitation or may themselves have undergone rehabilitation than would have someone with less time in the Navy. It is therefore conceivable that someone in these paygrades could view this question as a question about the effectiveness of the rehabilitation programs.

It is apparent from the data that the Navy's alcohol-use programs are seen as not being very effective by the lower enlisted personnel. One reason could be because the programs are not effectively aimed at them. Another reason could be that, since no strong anti-alcohol use statement (other than an anti-drunk driving policy) has come from the office of the Chief of Naval Personnel, then commanding officers are not as adamant against alcohol use as they are against drug use.

The serving of alcohol has been and, for the foreseeable future, will continue to be a socially acceptable manner for a commanding officer to provide entertainment for his command or as a reward for a variety of reasons. Unless firm guidance against the use of alcohol use is forthcoming, then all other actions can only be viewed as stop-gap and ineffective in stopping alcohol use and abuse by Navy personnel. Stop using alcohol as a reward or an incentive.

Table 7 contains selected data pertaining to this question. Figures 25-28 show the means for this question by paygrade and by time in the Navy and the percent missing responses for this question by paygrade and by time in the Navy.

TABLE 7

SUMMARY OF STATISTICS FOR QUESTION NUMBER 81

## A. FREQUENCIES OF THE RESPONSES (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	1999	21.9
To a little extent	1661	18.2
To some extent	2871	31.5
To a great extent	1522	16.7
To a very great extent	693	7.6
Missing replies	363	4.0

TABLE 7 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>Paygrade</u>	<u>Number Responding</u>	<u>Mean/ Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
E-1	93	2.33/1.68	1	4.3
E-2	608	2.67/1.58	3	3.6
E-3	1395	2.63/1.62	3	3.4
E-4	1742	2.58/1.60	3	4.9
E-5	2032	2.53/1.48	3	5.4
E-6	1374	2.79/1.51	3	6.2
E-7	572	3.06/1.30	3	5.1
E-8	192	3.07/1.39	3	6.3
E-9	76	3.14/1.31	3	3.9
W-2	22	3.35/1.08	4	9.1
W-3	21	3.05/0.79	3	4.8
W-4	14	3.14/1.36	3	14.3
O-1	111	2.76/0.94	3	13.5
O-2	214	2.74/1.08	3	5.1
O-3	325	2.77/1.05	3	4.6
O-4	244	2.82/1.04	3	9.4



TABLE 7 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	2.84/1.54	3	6.8
1-2	806	2.61/1.54	3	3.1
2-3	1516	2.55/1.52	3	3.7
3-4	1182	2.51/1.53	3	2.8
4-5	760	2.53/1.50	3	2.6
5-6	625	2.55/1.43	3	5.1
6-7	420	2.57/1.46	3	4.3
7-8	350	2.72/1.50	3	3.7
8-9	296	2.75/1.36	3	5.1
9-10	219	2.86/1.54	3	5.5
10-11	246	2.62/1.60	3	1.6
11-12	200	2.65/1.21	3	5.0
12-13	244	2.85/1.21	3	4.1
13-14	186	2.81/1.25	3	4.8
14-15	222	2.97/1.16	3	2.7
15-16	157	3.18/1.46	3	3.2
MORE THAN				
16	1239	3.03/1.39	3	5.2

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 81

MEANS BY PAYGRADE

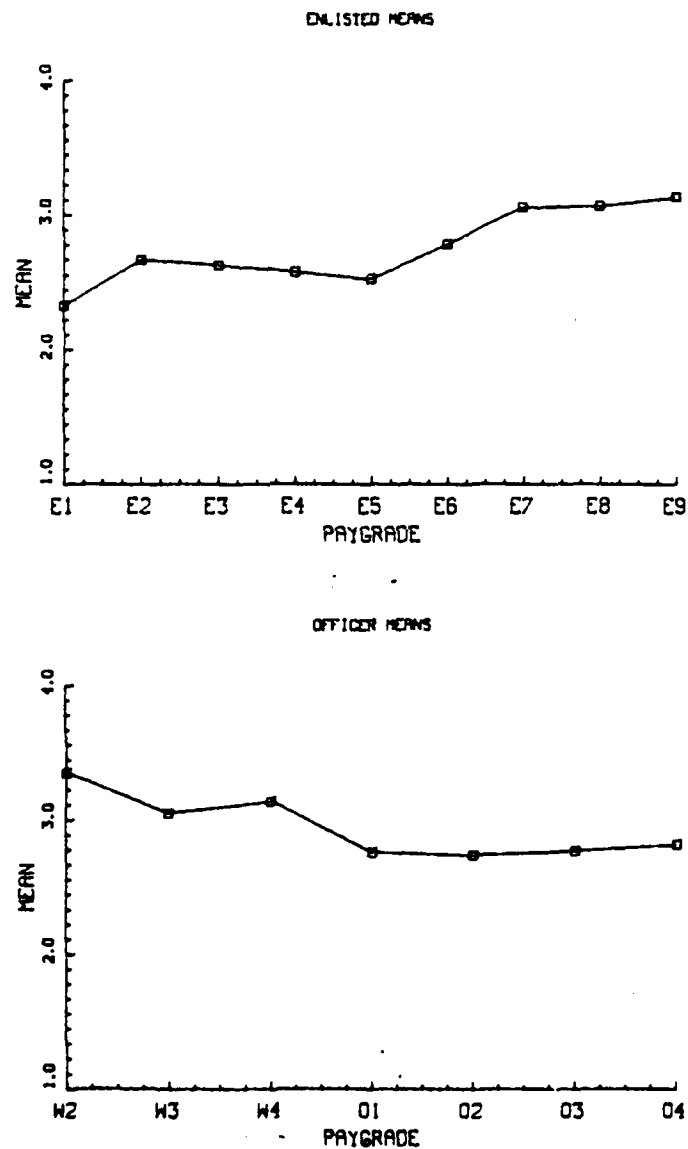


Figure 25. Means by Paygrade

# MEANS FOR QUESTION 81

## MEANS BY TIME IN THE NAVY

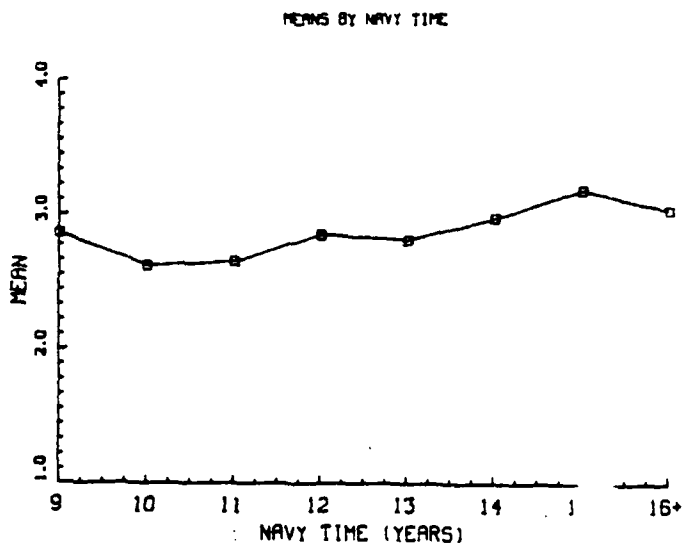
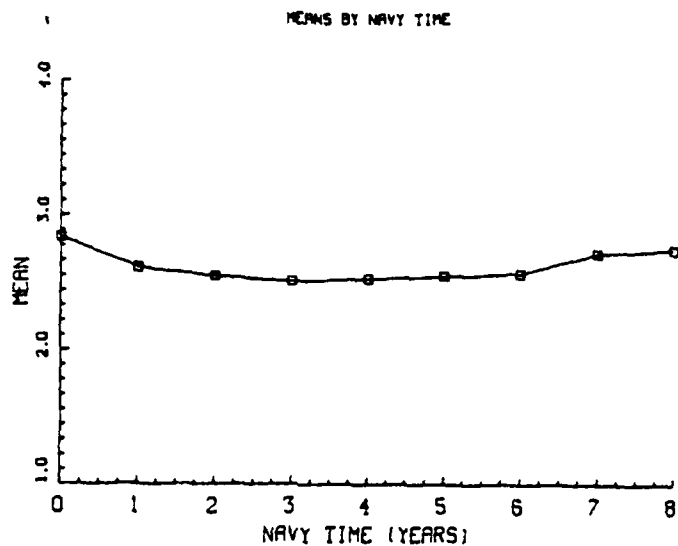


Figure 26. Means by Time in the Navy

PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 81

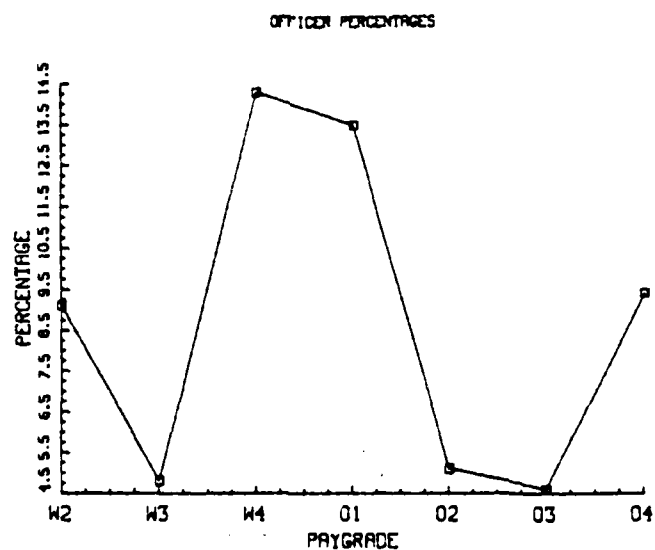
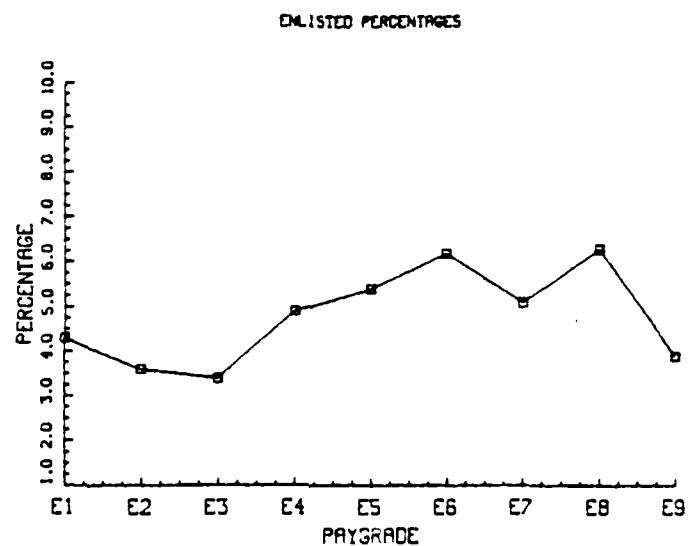


Figure 27. Percent Missing Replies by Paygrade

PERCENT MISSING FOR QUESTION 81

BY TIME IN THE NAVY

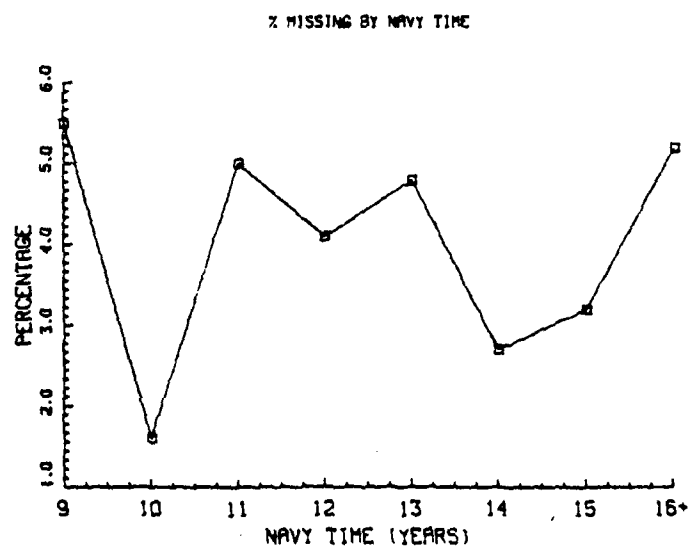
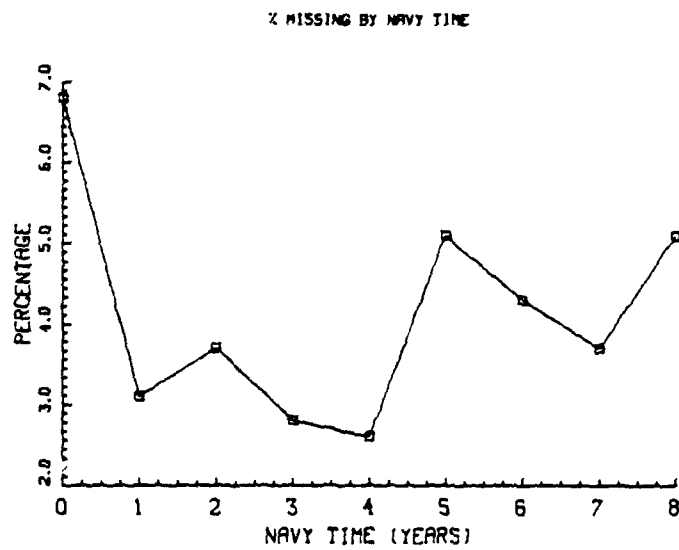


Figure 28. Percent Missing Replies by Time in the Navy

#### H. QUESTION 82

Question number 82 of the HRM survey reads as follows:  
"To what extent does this organization discourage excessive drinking of alcoholic beverages?" The possible responses to this question are:

- 1) To a very little extent
- 2) To a little extent
- 3) To some extent
- 4) To a great extent
- 5) To a very great extent

The respondent may choose one of these responses or may simply choose not to answer the question.

The overall mean for this question was 2.74 with a variance of 1.69 (standard deviation = 1.30). The mode, the response chosen most often, was selection 3, "To some extent." Two thousand four hundred twenty-two (2,422) respondents (26.6% of the total) chose this response. A total of 6,271 people (68.9% of the total) chose responses 1, 2 or 3. Only 2.5% of the respondents did not reply to this question.

A similar trend such as the one for question 81 also exists for this question when the data is broken out by paygrade and by time in the Navy. When broken out by paygrade only the paygrades of E-7 through E-9 and paygrades W-2 and W-4 have means of over 3.0. (The mean for paygrade W-3 is 2.95.) The means for paygrades E-7 to E-9 are 3.13, 3.14 and 3.30 respectively. The means for paygrades W-2 and W-4

are 3.60 and 3.54 respectively. In comparison, the highest mean for paygrades E-1 through E-6 and O-1 through O-4 is 2.92.

The overall mean for paygrade was 2.74, with a variance of 1.30 (standard deviation = 1.14).

Similarly, when the data is broken out by time in the Navy the means are below 3.0 until time in the Navy reaches 13 or more years. Again, as in question 81, a time in the Navy of 13 years or more corresponds roughly to the time it would take an individual in the Navy to reach paygrades E-7 to E-9 or W-2 to W-4, so the data is again consistent.

The overall mean for time in the Navy was 2.75 with a variance of 1.30 (standard deviation = 1.14).

Much of what has been said for questions 80 and 81 seems to apply to and be supported by this question. For an enlisted person E-6 and below and for officers O-1 to O-4 the use of alcohol is not discouraged very strongly, if at all depending on the individual commanding officer's policy. This question could be interpreted as further indication that the alcohol-abuse prevention programs of the Navy are perhaps weak and are not being actively pushed at the individual command level.

Responses to this question and questions 80 and 81 seem to further highlight two problems that exist in trying to establish an effective alcohol abuse program. These problems are the legality of alcoholic beverages and the social acceptability and tolerance of drinking alcoholic beverages. Getting

drunk is an acceptable, although irresponsible way, of entertaining yourself and it is also a socially acceptable way of relieving the "stress of the job." If a person should become a habitual user of alcoholic beverages then he or she is more likely to be rehabilitated rather than disciplined as if drugs were involved.

With the institution of the Navy's "get tough" on drugs campaign, alcohol is going to become ever more prevalent as the most commonly abused drug by Navy personnel. To make an effective alcohol program is going to require some strong, clear guidance from the top to start and maintain an effective alcohol use/abuse program in the Navy. Responsible alcohol use should be taught as a minimum in every enlisted recruit class and in every program that leads to an officer commission. This guidance will have to contain some incentives to ensure that an alcohol use educational program is made operational in every command. Commanding officers must take a more active part in the institution and enforcement of such a program so that the word that alcohol abuse will not be tolerated is passed to all hands in much the same manner as the drug policy was disseminated.

Table 8 contains selected data pertaining to this question. Figures 29-32 show the means for this question by paygrade and by time in the Navy and the percent missing responses for this question by paygrade and time in the Navy.



TABLE 8

SUMMARY OF STATISTICS FOR QUESTION NUMBER 82

## A. FREQUENCIES OF THE RESPONSES (9109 RESPONDENTS)

<u>RESPONSE</u>	<u>NUMBER</u>	<u>PERCENT</u>
To a very little extent	2048	22.5
To a little extent	1801	19.8
To some extent	2422	26.6
To a great extent	1609	17.7
To a very great extent	1002	11.0
Missing replies	227	2.5

TABLE 8 (Cont.)

B. THIS SECTION IS BY PAYGRADE. PAYGRADE W-1 IS NOT INCLUDED BECAUSE IT HAD ONLY ONE RESPONDENT.

<u>Paygrade</u>	<u>Number Responding</u>	<u>Mean Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
E-1	93	2.46/1.85	1	3.2
E-2	608	2.71/1.77	3	2.1
E-3	1395	2.70/1.79	1	1.9
E-4	1742	2.62/1.77	1	3.7
E-5	2032	2.61/1.73	1	3.5
E-6	1374	2.86/1.73	3	5.2
E-7	572	3.13/1.44	3	3.7
E-8	192	3.14/1.47	3	5.2
E-9	76	3.30/1.46	3	3.9
W-2	22	3.60/1.73	4	9.1
W-3	21	2.95/1.16	3	9.5
W-4	14	3.54/1.77	5	7.1
O-1	111	2.76/1.16	3	8.1
O-2	214	2.65/1.15	3	2.8
O-3	325	2.73/1.10	3	2.8
O-4	244	2.93/1.35	3	7.4

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27  
THE HUMAN RESOURCE MANAGEMENT SURVEY ANALYSIS OF THE  
SUBSTANCE-ABUSE QUESTIONS QUESTIONS 75 THROUGH 82  
INCLUSIVE(U) NAVAL POSTGRADUATE SCHOOL MONTEREY CA

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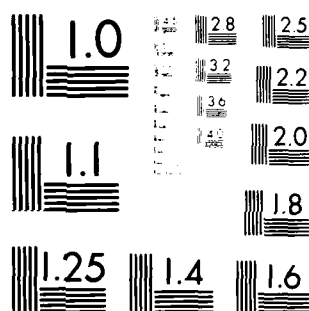
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MICROCOPY RESOLUTION TEST CHART  
NATIONAL BUREAU OF STANDARDS-1963-A

TABLE 8 (Cont.)

## C. THIS SECTION IS BY TIME IN THE NAVY (TIN)

<u>TIN*</u>	<u>Number Responding</u>	<u>Mean Variance</u>	<u>Mode</u>	<u>Percent Missing</u>
0-1	441	2.83/1.85	2	4.8
1-2	806	2.66/1.77	3	1.6
2-3	1516	2.66/1.70	3	2.0
3-4	1182	2.53/1.62	1	1.9
4-5	760	2.57/1.66	1	2.0
5-6	625	2.60/1.69	1	2.4
6-7	420	2.58/1.74	1	2.4
7-8	350	2.76/1.51	3	2.0
8-9	296	2.80/1.71	3	1.7
9-10	219	2.76/1.63	3	2.7
10-11	246	2.85/1.92	3	1.2
11-12	200	2.69/1.49	2	3.0
12-13	244	2.76/1.45	3	3.3
13-14	186	3.07/1.53	3	4.3
14-15	222	3.13/1.49	3	2.3
15-16	157	3.27/1.46	3	2.5
MORE THAN				
16	1239	3.10/1.54	3	3.8

\* In each of the year groups given read the numbers as follows:  
 (Blank) years but less than (Blank) years. Example, 1-2  
 means 1 year but less than 2 years.

MEANS FOR QUESTION 82

MEANS BY PAYGRADE

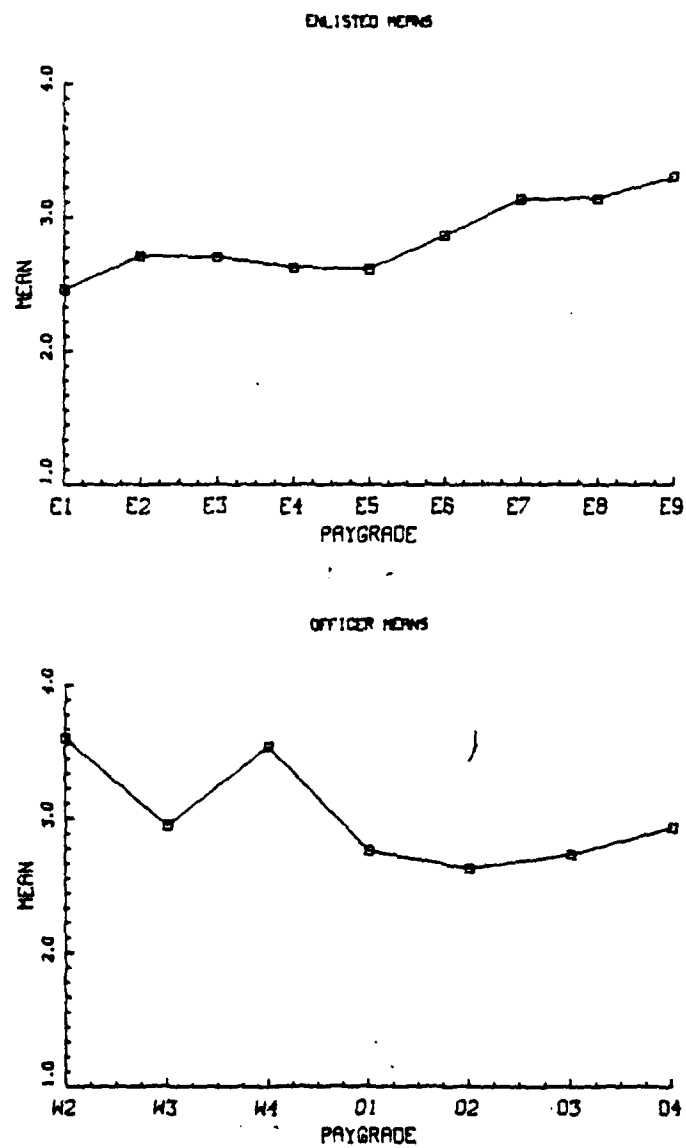


Figure 29. Means by Paygrade

MEANS FOR QUESTION 82

MEANS BY TIME IN THE NAVY

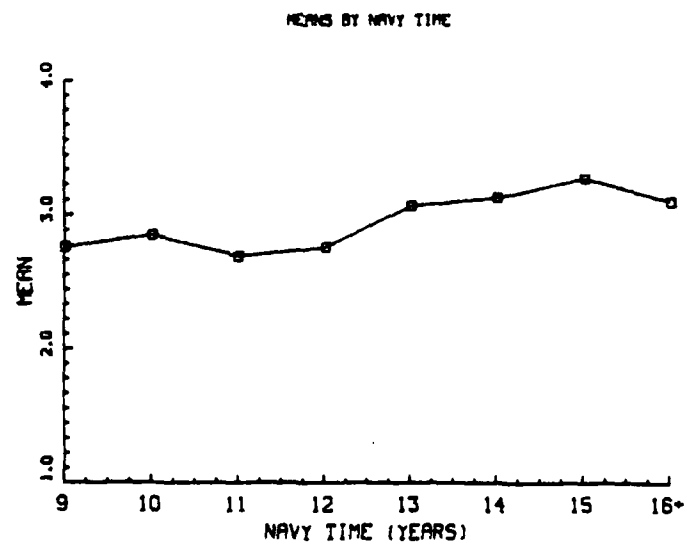
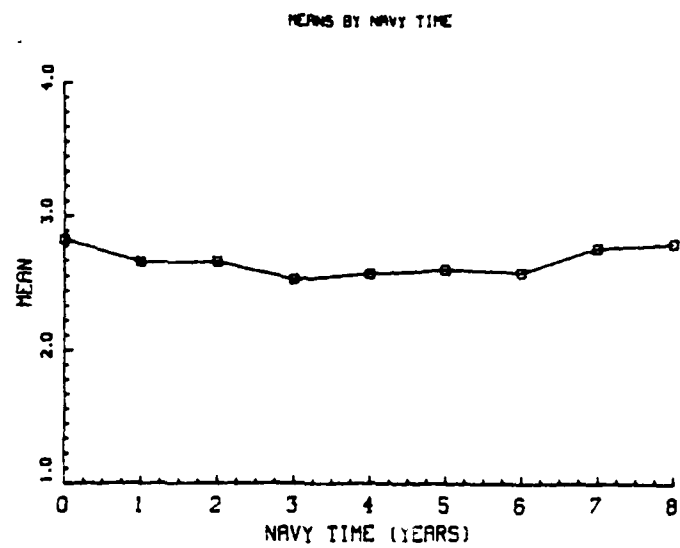


Figure 30. Means by Time in the Navy

PERCENT MISSING REPLIES

BY PAYGRADE-QUESTION 82

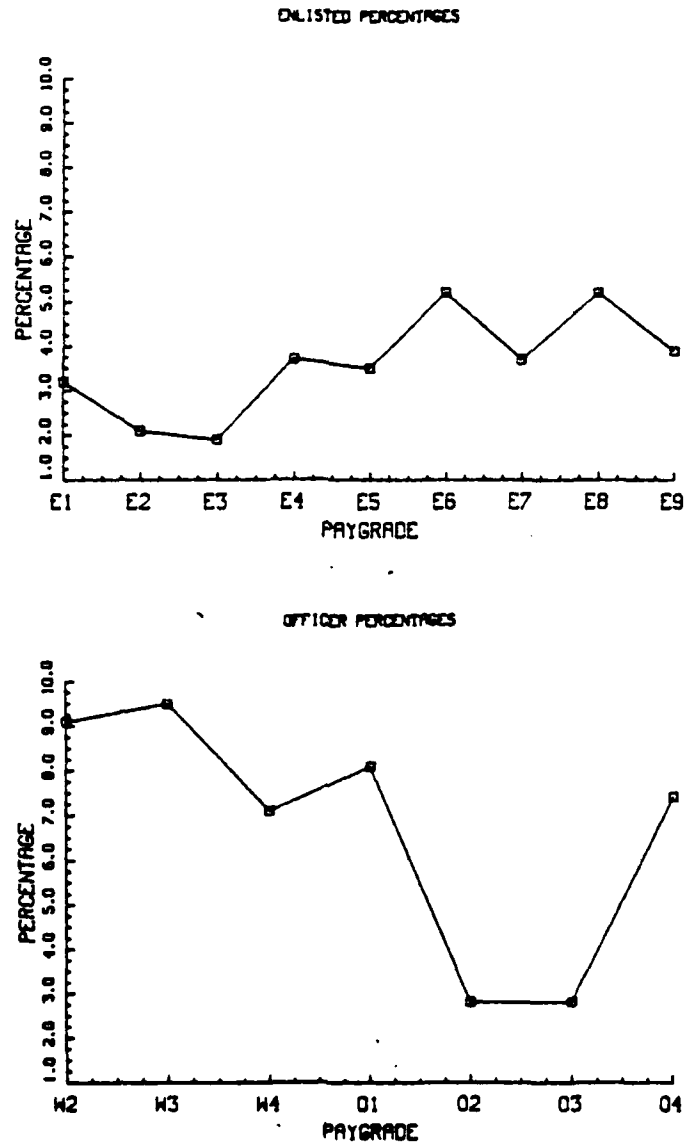


Figure 31. Percent Missing Replies by Paygrade



PERCENT MISSING FOR QUESTION 82

BY TIME IN THE NAVY

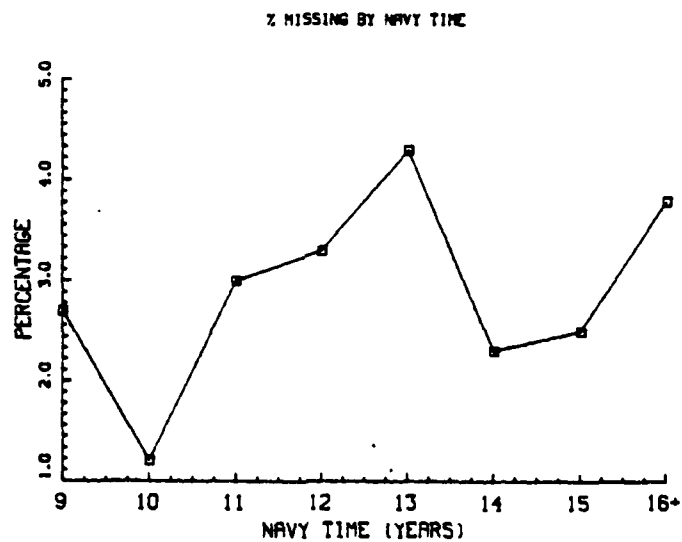
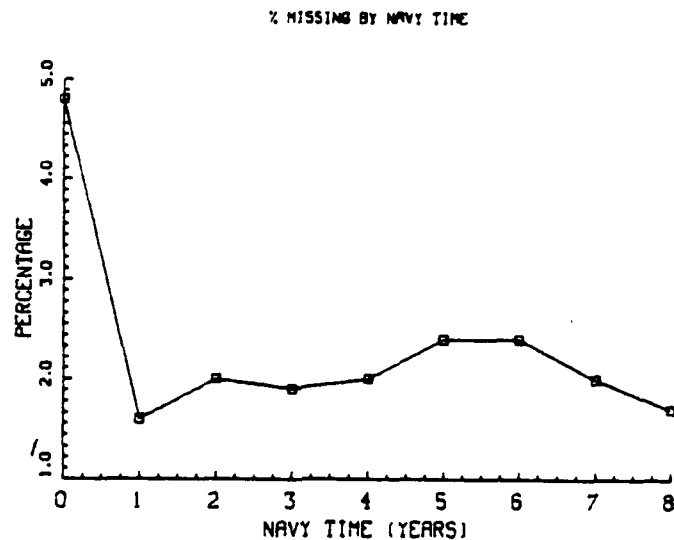


Figure 32. Percent Missing Replies by Time in the Navy

## VI. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

From the results of the analysis done on the data for questions 75 through 82 of the Navy's HRM survey, the conclusion has been reached that questions 76 and 77 are not giving a commanding officer valid data from which he or she can make a determination if drug usage is a concern in their respective command. The replies to these questions tend to be either "To a very little extent" (response selection number 1) or the questions are left blank. These types of responses are consistent for the data for these two questions when the data is broken down by paygrade or by time in the Navy.

The reasons for the responses to questions 76 and 77 being as they are, are many and varied; however, one plausible explanation could be that the questions themselves are poorly worded to the point that a respondent could feel threatened if he or she were to give an honest response. The questions ask a respondent to admit that someone in his or her workgroup is using illegal drugs. Few of the respondents seem willing to admit, even in an "anonymous" survey, that members of their workgroup use drugs. They are aware, and in fact are normally told when they sit to take the survey, that specific individual's responses cannot be identified, but that specific workgroups can and usually are identified in the survey to facilitate the survey feedback to the command after it is analyzed.

The data obtained from question 75 is also of dubious value to a commanding officer for the same reasons as stated above. For this question, a respondent is asked to put his or her entire command "on report" for using illegal drugs. Every member of the Navy is well aware of the push by the CNO to eliminate the use of drugs from the Navy. Few respondents are willing to say that drugs are used in their command for fear of what might happen. The results of the analysis seem to back this contention. The majority of the respondents choose "To a very little extent" (response number 1) or simply do not answer this question at all.

Overall for questions 75 through 79, the respondents demonstrated a reluctance to be open and honest with their replies. This conclusion is based on the responses to the questions which were for the vast majority, either "To a very little extent" or were missing. Missing responses tended to be more frequent for the drug related questions, particularly questions 75, 76 and 77, then for the non-drug related questions. (See Figure 33 for a visual comparison.)

These results raise some serious questions about the usefulness of questions of this type being asked on the HRM survey at all. The HRM survey was designed to measure the "climate" of a command, not as a data base for drug use analysis. This type of question immediately raises the anxiety level of a respondent as he or she begins to wonder exactly why this question is being asked and further what is this data going to be used for. These anxieties occur despite the fact

PERCENT MISSING REPLIES  
FOR ALL RESPONDENTS  
BY QUESTION

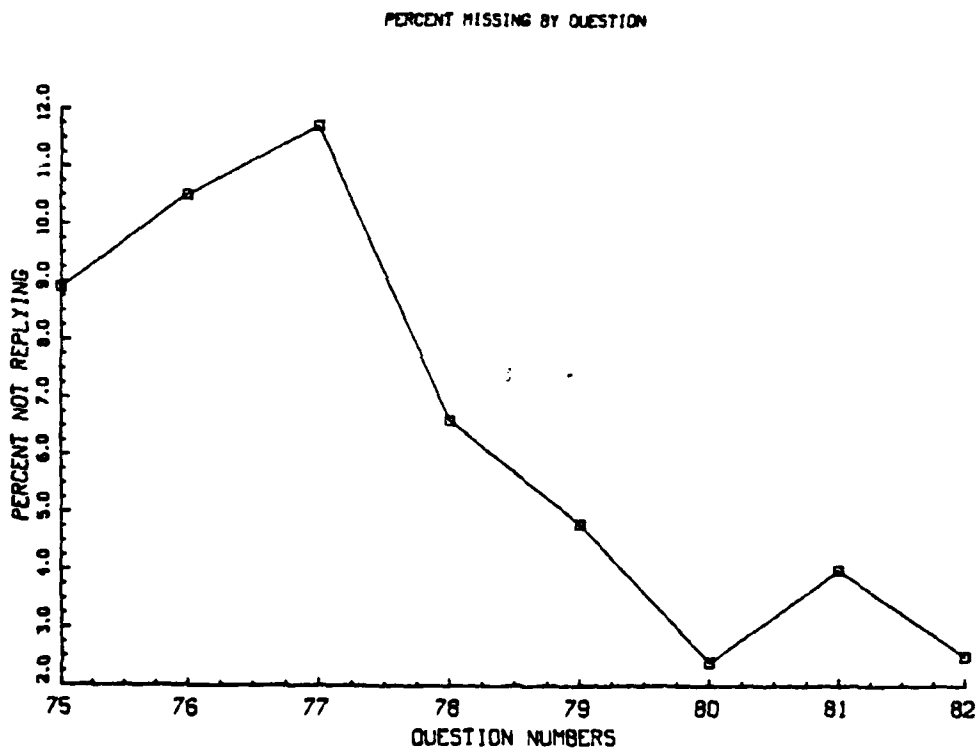


Figure 33. Percent Missing Replies for all  
Respondents by Question

that the respondent is assured that the data is confidential and will be used only at the command level to assist the command.

The survey relies heavily on the respondents' replying honestly and openly to non-threatening questions about their command and their workgroup. The questions about drug use are threatening and tend to create some doubt in the respondent's mind as to the purpose of the survey. This doubt in turn tends to cast some doubts on the credibility of the HRM effort. It is doubtful that these possible drawbacks were considered before these questions were included in the survey. As far as can be determined, absolutely no thought or study was done on the design or possible consequences of these questions before they were included as a part of the survey (see the Literature Search for further explanations).

For an immediate recommendation, HRM specialists feeding a survey back to a command must be very aware that these questions alone do not and will not give a commanding officer a clear picture of the drug usage in their command. Some other form of data gathering, such as a command drug assessment or supplemental questions, will give a commanding officer a clearer, more accurate picture of drug use in their command. HRM specialists should ignore the responses to these questions unless they vary quite significantly from the data presented in these pages.

As a follow-on recommendation, questions 75, 76 and 77 should be removed and not replaced, in the standard survey.

The questions on the HRM survey regarding the Navy's alcohol programs yield interesting results when the responses are broken down by paygrade or by time in the Navy. Analysis of the data for questions 81 and 82 show that only paygrades E-7 to E-9 and W-2 to W-4 feel that the Navy's alcohol-abuse-prevention programs are effective "To some extent" or better. These same paygrades also feel that the use of alcohol is actively discouraged in their commands. All other paygrades, E-1 to E-6 and O-1 to O-4, have considerably lower opinions of both the effectiveness of the Navy's programs to combat alcohol-abuse and the level to which alcohol use is discouraged in their commands.

The data is also consistent when it is broken out by time in the Navy. The means of the responses are consistently below 3.0 (3.0 corresponds to "To some extent") until time in the Navy reaches 13 years. From this point on the means are consistently over 3.0. This amount of time in the service corresponds roughly with the time it takes to attain paygrades E-7 to E-9 and W-2 to W-4.

The data seems to confirm that the Navy's alcohol programs are aimed more at the levels where the Navy has learned from experience that alcohol problems are likely to exist. The conclusion that is reached by analysis of the data is that the Navy programs miss entirely the segment of the Navy population that may be in the most need of alcohol abuse information, namely, the lower enlisted and officer paygrades. It is

during the years as a lower enlisted or officer that many new Navy personnel pick up the drinking habits that carry over into their later years in the Navy.

It is recommended that the Navy's alcohol abuse programs be reviewed and revised to make them applicable to all paygrades, especially now when alcohol is replacing drugs as the most used substance. The Navy has got to take a more active role in discouraging alcohol use (note: use versus abuse) across all paygrades in much the same manner as it has taken a strong stance against drug use. The recently initiated programs of Breathalyzer tests for a person suspected of drinking on duty and the suspension of driving privileges for a person convicted of driving under the influence are a start, but they are after-the-fact actions. The Navy must initiate programs to teach responsible use of alcohol. These programs have got to be initiated at the Chief of Naval Operations level and pushed down through the chain of command to the lowest level in much the same manner as the drug program. Only in this way will all hands be impressed by the seriousness of the Navy's responsible alcohol use and alcohol-abuse programs.

It is recommended that questions 80, 81 and 82 be kept in the HRM survey. However, they need to be redesigned to make them more meaningful to both the respondent and to the analyst in terms of useful data. Some suggestions for their redesign are included in the analysis.

It is recommended that questions 78 and 79 remain as they are in the present survey.

A final recommendation would be to design and incorporate into the survey a new series of substance-abuse questions that are non-threatening and fit closer into the overall design on the HRM survey. Until that is done, little or no credence should be given to the responses to the present set of substance-abuse questions.



## BIBLIOGRAPHY

1. Commander, Naval Military Personnel Command letter,  
N-6C:WRD;rhg,3960, Ser:135 dated 7 December 1981.

This is the only official piece of literature that exists on the substance abuse questions. This letter informs all concerned that the substance abuse questions will be included in the revised edition of the Navy's HRM survey. It provides no other historical background information.

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